

RIO - ANTIRRIO BRIDGE "CHARILAOS TRIKOUPIS"

A N N U A L  
**REPORT**  
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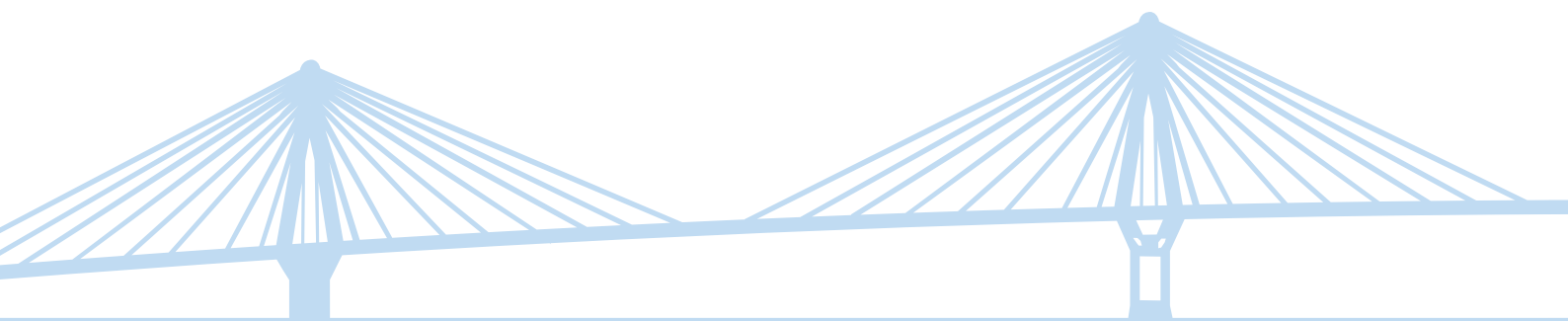
# PREFACE

2022 was the 18th operation year of Gefyra. The long experience of the Operator's personnel has set up a solid base for the provision of high-quality services, which thousands of drivers benefit from every day.

In 2022, the overall traffic still presented a slight decrease (-3,7%) compared to 2019, the last full year before the outbreak of the world pandemic of COVID 19. Nevertheless, the figures continue to show a return to a certain normality, with an increase by 10% compared to 2021.

Following 2021, which was a year of transition as our organization continued to adapt to the pandemic by constantly adjusting our controls, hygiene practices and social distancing procedures to ensure employee safety and business continuity, 2022 kept confirming the trends towards ever more electronic tolling transactions:

- ETC penetration continues steadily, reaching thus 39% of the total annual transactions (+2% compared to 2021).
- Payment with our webservice reaches 32% (+3% compared to 2021) of the total revenue after 3,5 years of implementation.





Pertaining its management systems, Gefyra Litourgia received successfully the surveillance audit regarding the ISO standards 9001:2015 (Quality), 14001:2015 (Environment) and 45001:2018 (Occupational Health and Safety).

Last but not least, and to continue demonstrating our commitment to environmental protection, 2022 allowed us to achieve our initiative of using certification standard for “Zero Waste Facilities”, diverting half of the waste of our operations, and thus, recognizing our first step towards our goal of achieving more than 90% waste diverted from landfills by 2030.

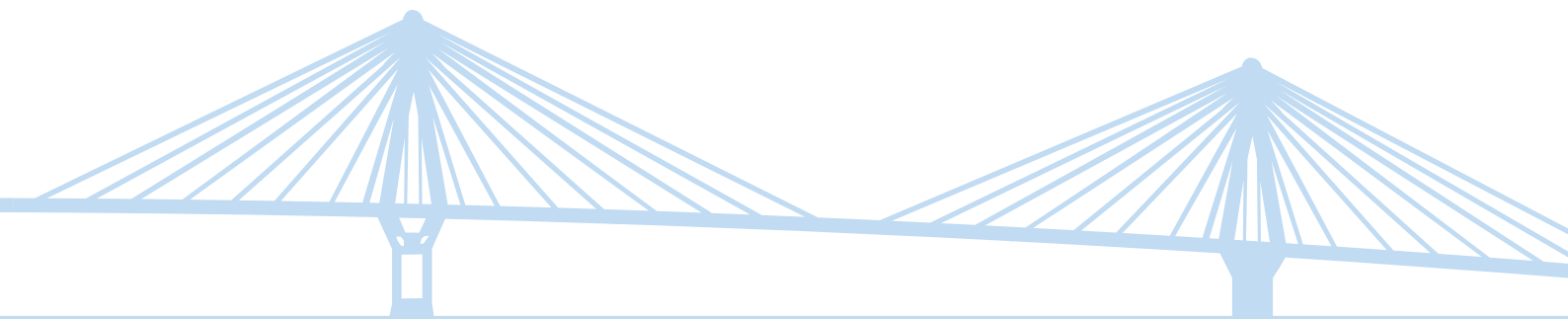
More generally, for the year 2023, our company will keep mobilizing its resources to provide more positive mobility to our users and act tangibly to enhance our performances around the five pillars:

- People
- Planet
- Innovation
- Safety
- Prosperity

In addition to our focus on quality, safety and environment aspects related to our Operation & Maintenance services, the Company will keep working on its modernization and deploy further synergies with the Concessionaire, targeting more efficient operations and further improved services to our users.

*Thomas Lamothe*

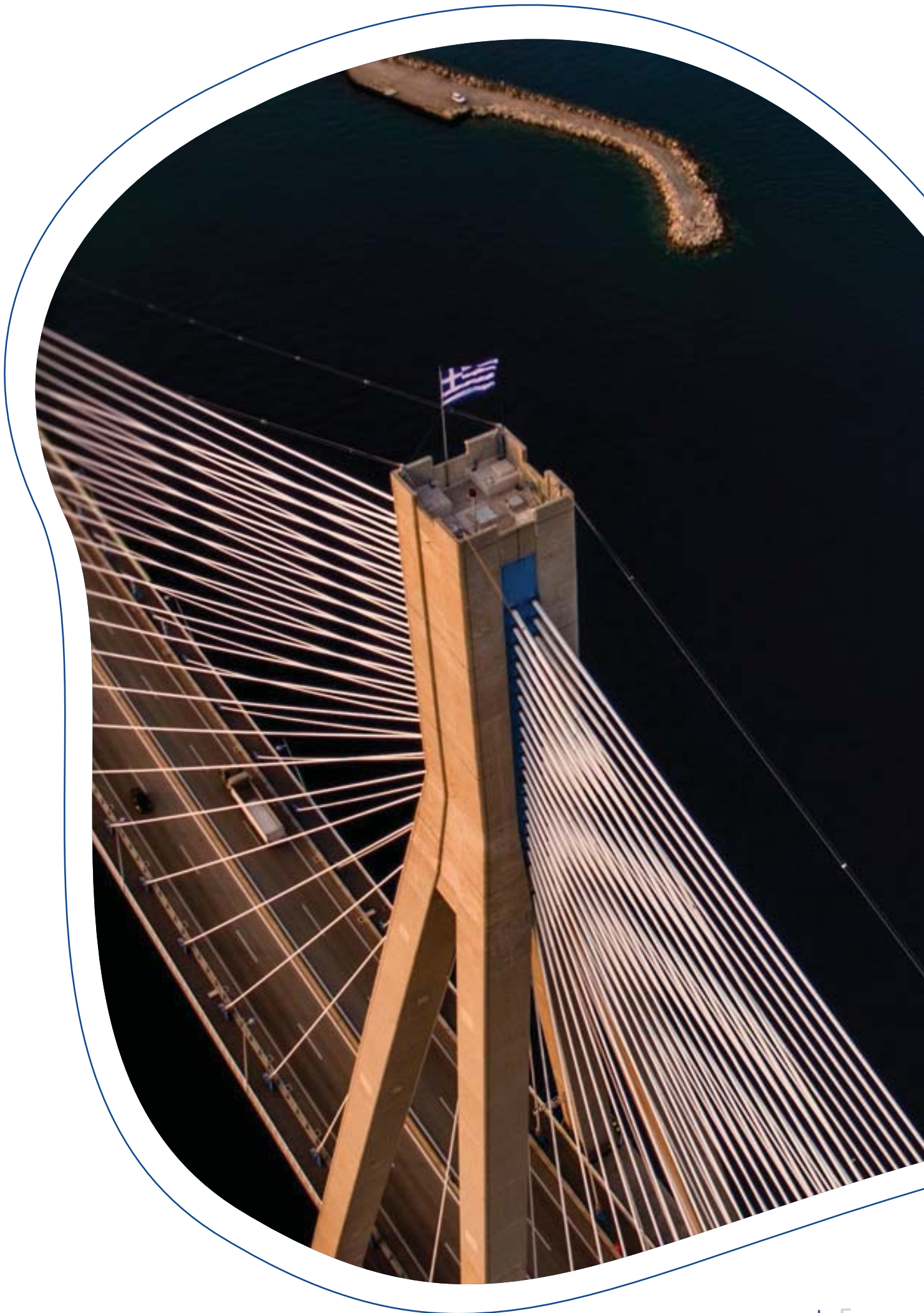
Managing Director and  
General Manager



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# HIGHLIGHTS / 2022

**IN JANUARY:** Application of new toll prices for all vehicle categories, including e-pass programs (with the exception for the products of MOTO card, Health card and AMEA crossings). For Aller Retour on tag, an additional hour was added, giving 4 hours instead of 3 for the first period.

**IN MARCH:** New website for Gefyra.gr: The new website was successfully launched at the end of March.

**IN APRIL:** Tolling: Completion of the installation of double antennas in ETC.

**IN APRIL (20/04/22):** Demonstration at the toll plaza by members of the Greek Communist party (KKE). Lane barriers opened for free passing of vehicles. Total duration was 1 hr. Light damages on some lane barriers were recorded.

**IN MAY:** ENVIRONMENT: Replacement of the paper for toll receipts with a new, ecological type of certified blended paper (FSC / C164556) from responsible sources.

**IN MAY (28/05/22):** Stakeholders: Gefyra open day was held giving the chance to members of the general public to visit us and see first-hand how we operate and maintain the bridge. The visit included a tour to the Control Center and at the M4 pylon.

**IN MAY:** Blood donation was coordinated by the trade union in co-operation with the University Hospital of Rion.

**IN JUNE (11/6/22):** The 10hrs aller-retour card was activated.

**IN JUNE (4/6/22):** Stakeholders: The 2nd Gefyra open day was held.

**IN JULY:** Online, promotional campaign for Aller – Retour on tag: The campaign run between 21/6 and 17/7 on social media (Facebook and Instagram) and on selected local news portals.

**IN SEPTEMBER (14-25/09/22):** Customer satisfaction survey: An online satisfaction survey to e-pass subscribers ran, having very encouraging results, as well as questionnaires were filled in by customers visiting the customer services.

**IN SEPTEMBER, 22/9/2022** was VINCI's Environment Day. Participation of staff in the cleaning of Rio coast area.

**IN OCTOBER:** Participation in the National Customer Service Week, by organizing a “behind the scenes” visit to selected e-pass customers, who had the chance to see first-hand how we operate and maintain the project.

**IN OCTOBER (27/10/22):** Distribution of leaflets at toll plaza from approx. 15 people supporters of political party. Duration: 1h&50min. No impact to traffic.

**IN NOVEMBER:** For the 4th consecutive year VINCI Concessions / VINCI Highways organized the Safety week between the dates 14/11 - 18/11, with the motto “Let's dare safety!”. Employees participated in a variety of workshops, presentations and trainings (first aid, work at heights, rescue from the pylon). This year's guest was the psychologist I. Souhla talking about “Effective communication: The key to a better life”.

**IN NOVEMBER:** Blood donation was coordinated by the trade union in co-operation with the University Hospital of Rion.

**IN DECEMBER:** Gefyra Litourgia received external auditors for the surveillance audit regarding the ISO standards 9001:2015, 14001:2015 and 45001:2018.

**IN DECEMBER:** The decorative lighting was exceptionally activated, in the festive context of Christmas and New Year.



# OTHEREVENTS

## Road safety incidents during 2022

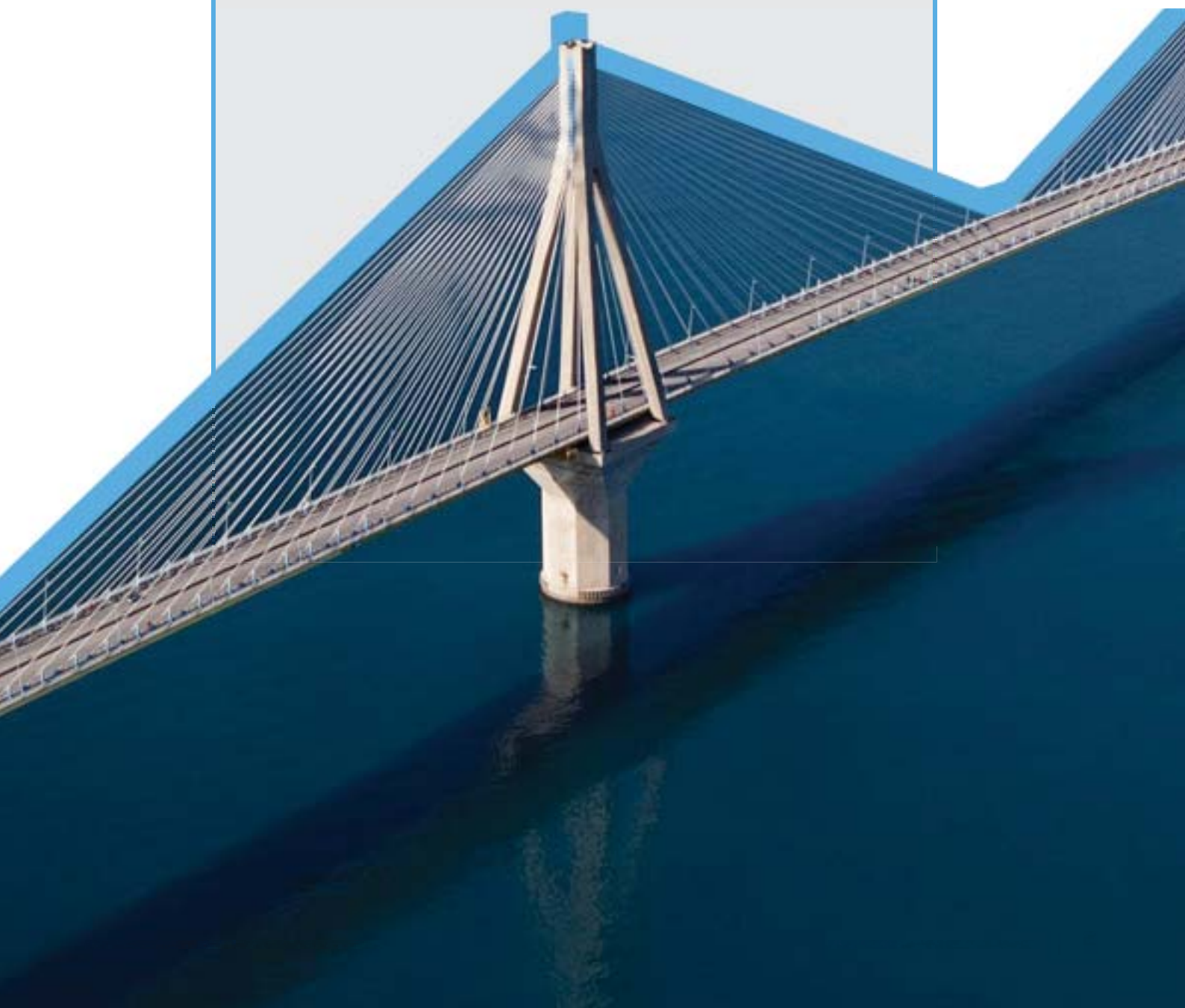
No impact on traffic: **4 incidents** | With impact on traffic: **1 incident**  
March: short traffic interruption at toll station

## Strong wind events:

**9 events** occurred during 2022 with a total duration of 159 hours.

## Ferry operation:

**14 ferry closures** took place during 2022, out of which 8 were due to strong winds and 6 due to other factors.



# HISTORY

2004	<b>August:</b>	<ul style="list-style-type: none"> <li>• Completion of the project / delivery to the public</li> </ul>
2005	<b>April:</b>	<ul style="list-style-type: none"> <li>• Launch of Gefyra e-pass</li> </ul>
2011	<b>December:</b>	<ul style="list-style-type: none"> <li>• Start sending electronic invoices via email to e-pass subscribers</li> </ul>
2013	<b>March:</b>	<ul style="list-style-type: none"> <li>• Launch of Interoperability</li> </ul>
2015	<b>January:</b>	<ul style="list-style-type: none"> <li>• Installation of POS in each lane</li> <li>• Initiation of company's IMS (Integrated management system)</li> </ul>
	<b>June:</b>	<ul style="list-style-type: none"> <li>• Announcement of Capital Controls</li> </ul>
	<b>July:</b>	<ul style="list-style-type: none"> <li>• Referendum: free crossings during the voting</li> </ul>
2016	<b>January:</b>	<ul style="list-style-type: none"> <li>• Launch of B2B e-pass program, for managing big fleets</li> </ul>
	<b>April:</b>	<ul style="list-style-type: none"> <li>• Beginning of "Positive Aura" program, to enhance the skills of front-line staff</li> </ul>
	<b>June:</b>	<ul style="list-style-type: none"> <li>• Cancellation of monthly multi-crossing card</li> </ul>
	<b>July:</b>	<ul style="list-style-type: none"> <li>• Launch of discount e-pass scheme for buses</li> </ul>
2017	<b>February:</b>	<ul style="list-style-type: none"> <li>• Cancellation of weekly multi-crossing card</li> </ul>
	<b>March:</b>	<ul style="list-style-type: none"> <li>• Launch of KTEL Pass subscription product</li> </ul>
	<b>April:</b>	<ul style="list-style-type: none"> <li>• Continuation of "Positive Aura" seminars</li> <li>• Start of works for the connection to Olympia Odos and Ionia Odos</li> </ul>
	<b>June:</b>	<ul style="list-style-type: none"> <li>• Completion of works for the connection to Olympia and Ionia Odos</li> </ul>
	<b>July:</b>	<ul style="list-style-type: none"> <li>• Launch of discount policy for AmEA</li> </ul>
	<b>October:</b>	<ul style="list-style-type: none"> <li>• Launch of the mobile app "Gefyra e-check" for e-pass subscribers</li> </ul>
	<b>December:</b>	<ul style="list-style-type: none"> <li>• Launch of Health Card product</li> </ul>







<p><b>2018</b></p>	<p><b>January:</b> <b>May:</b> <b>December:</b></p>	<ul style="list-style-type: none"> <li>• GDPR introductory seminars</li> <li>• Implementation of GDPR framework</li> <li>• Completion of our company's IMS (Integrated management system)</li> <li>• Triple certification ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007</li> </ul>
<p><b>2019</b></p>	<p><b>May:</b>  <b>July:</b></p>	<ul style="list-style-type: none"> <li>• Cancellation of supplementary card product (it was giving the option to buy the Aller – Retour card on the return trip).</li> <li>• New toll categorization for campers</li> <li>• Installation of new back office software</li> <li>• Launch of online services and updated mobile app</li> <li>• Launch of online payments for Gefyra E-pass subscribers</li> <li>• National &amp; local elections: free crossings during the voting</li> </ul>
<p><b>2020</b></p>	<p><b>March:</b>  <b>April:</b>  <b>May:</b>  <b>June:</b>  <b>July:</b>  <b>November:</b></p>	<ul style="list-style-type: none"> <li>• Covid-19 outbreak</li> <li>• Exhibition center closure due to Covid-19</li> <li>• Promotion of on-line services</li> <li>• Reduction of customer services opening hours</li> <li>• Minimum reload of e-pass for cat.2 in lane changed (from 25€ to 40€)</li> <li>• Creation of product allowing free crossing for staff of hospital</li> <li>• Activation of cat.2 “Aller-retour” on tag</li> <li>• Launch of KTEL PASS on tag</li> <li>• Nea &amp; Kentriki odos, Ionia odos and Egnatia odos joined the GRITS network</li> </ul>
<p><b>2021</b></p>	<p><b>May:</b>  <b>November:</b></p>	<ul style="list-style-type: none"> <li>• Lift of the national curfew (lockdown) for interstate travel</li> <li>• Participation in the National Customer Service Week, by organizing a “behind the scenes” visit to selected e-pass customers.</li> </ul>



# PART 01



## GENERAL ORGANIZATION OF THE OPERATOR

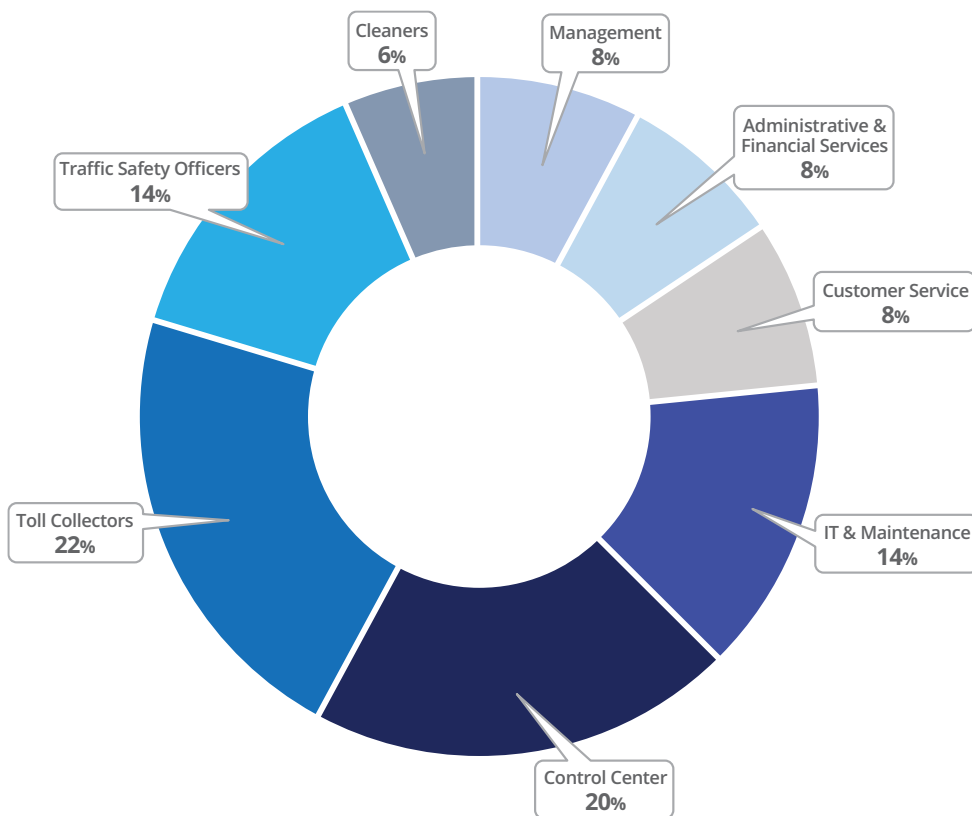


# 1. HUMAN RESOURCES

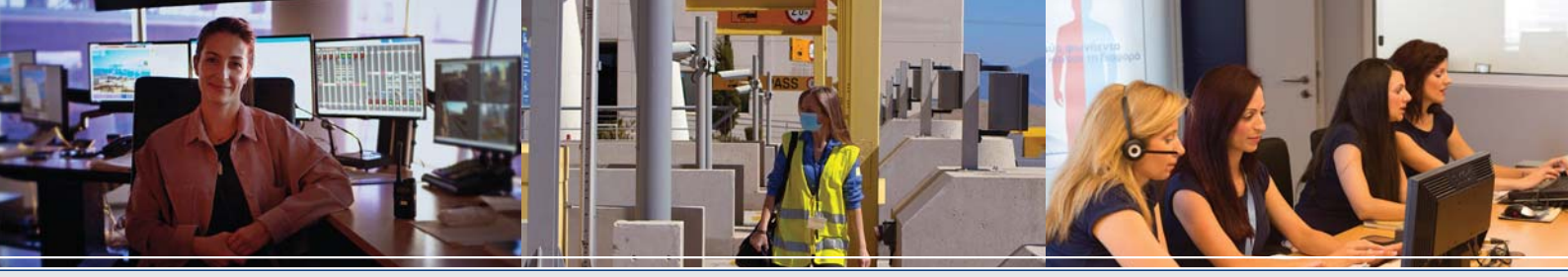
The total number of employees at the end of 2022 is 61, with 64% of them covering front line positions, such as toll collectors, customer service clerks etc.

44% of permanent staff are female and 56% male, with the majority (59%) belonging to the 41-50 age group.

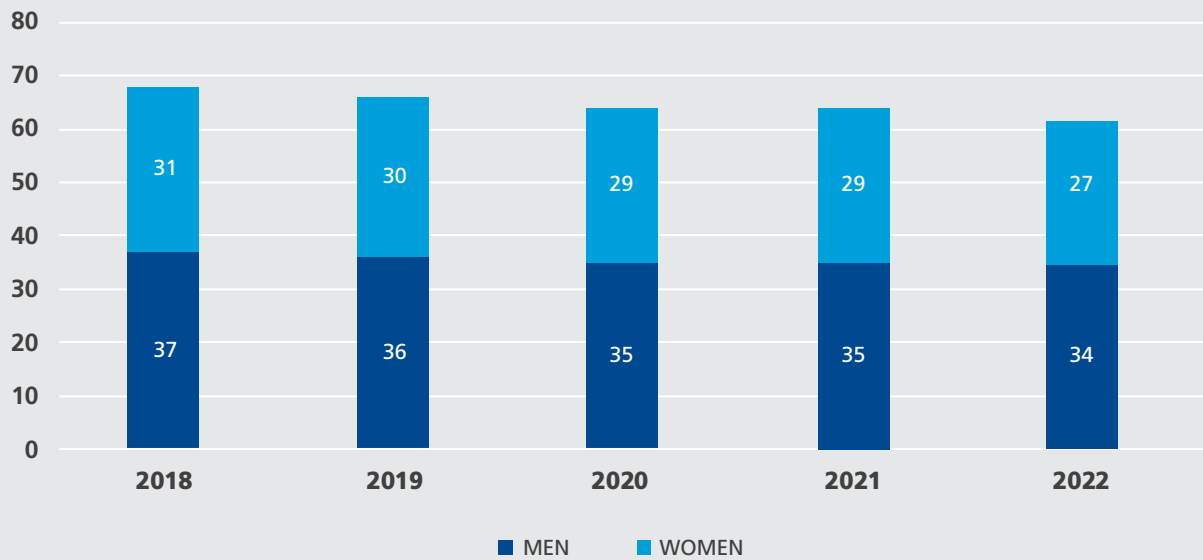
## Head Count 2022:



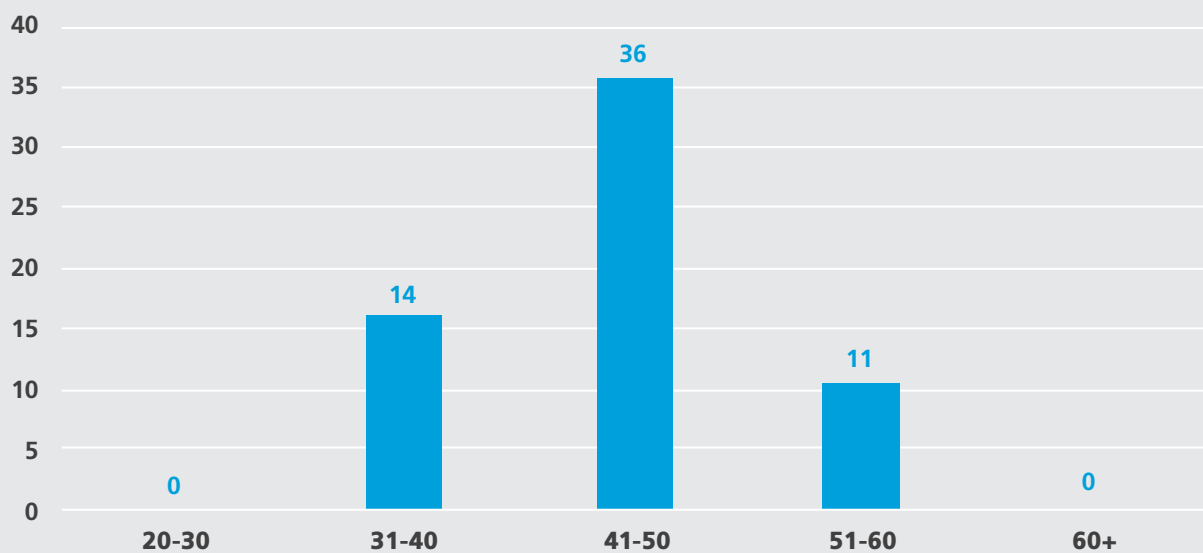




## Evolution of Permanent Staff & Breakdown by Gender:



## Age 2022:

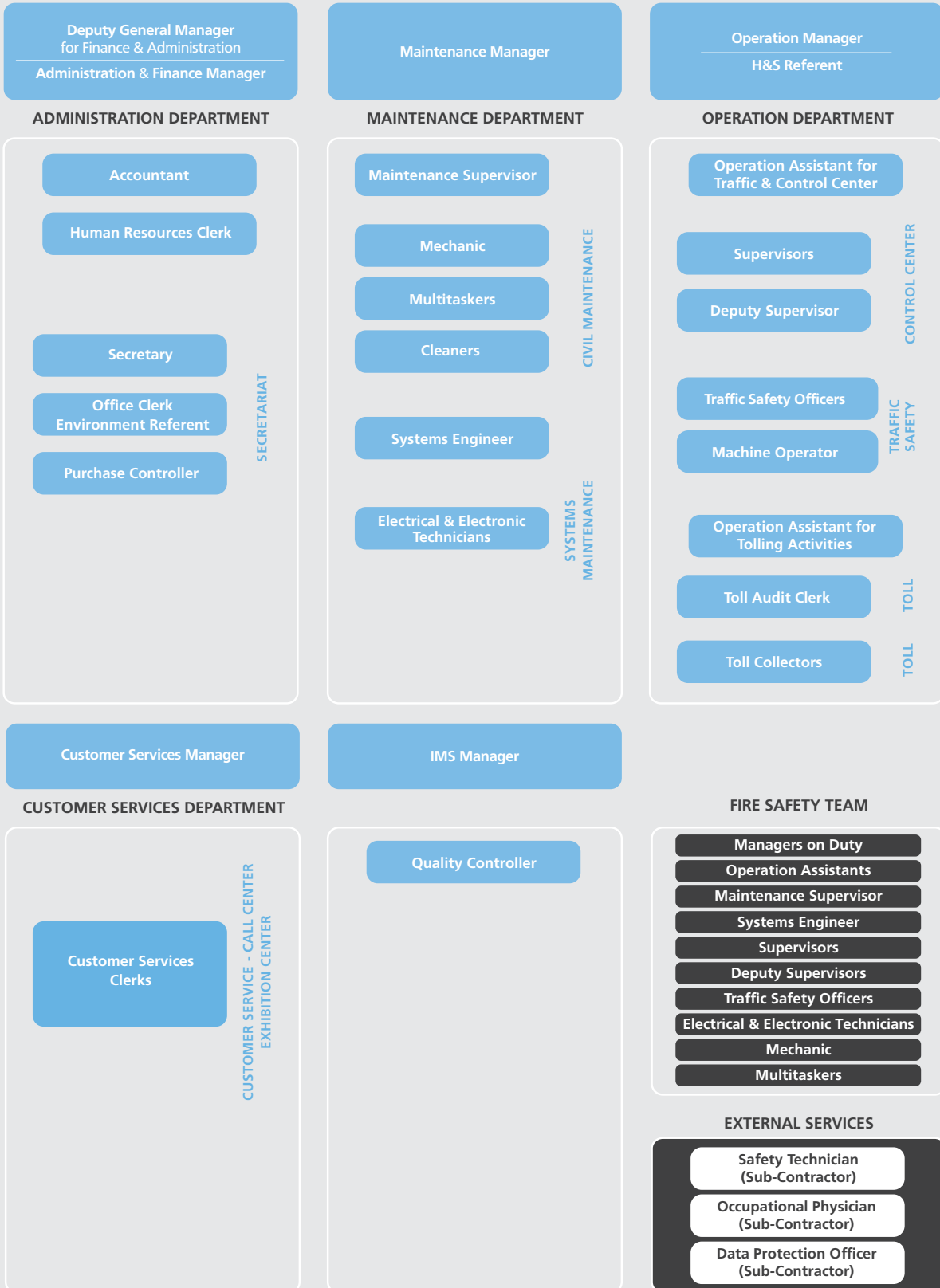


	Evolution - Number of permanent positions (31/12)	EFT SEASONAL
<b>2018</b>	68	10,87
<b>2019</b>	66	7,67
<b>2020</b>	64	3,81
<b>2021</b>	64	4,26
<b>2022</b>	61	8,58



# Organizational Chart 2022

## Managing Director & General Manager



## 2. HEALTH & SAFETY



### INTEGRATED OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

**Occupational Health and Safety** is a priority for GLSA and special attention is given for each activity and working environment. The working conditions are constantly improved, in order to ensure the health and safety of personnel and external providers.

Special emphasis has been placed to the **OH&S management system** implemented, **which focuses on:**

- Recognition, evaluation and minimization of the risks associated with the company's activities that possibly cause injury, illness or traffic accident.
- Consultation and participation of workers' representatives to every occupational health and safety issue.
- Provision of education, supervision and monitoring on occupational health and safety issues and road traffic safety such as safe working practices and emergency procedures of its own personnel and its subcontractors, in order to provide a wide participation on occupational hazards identification by workers.
- Assurance that all employees, visitors and contractors / partners have understood and implemented the regulations and the company policy.
- Provision of financial resources for the implementation and continuous improvement of the company's occupational health & safety system.

Since December 2018, GLSA's Occupational Health & Safety Management System, has been certified, according to OHSAS 18001:2007, while in 2019 the certification was renewed according to the new ISO 45001:2018.

In 2022 we successfully received our surveillance audit.

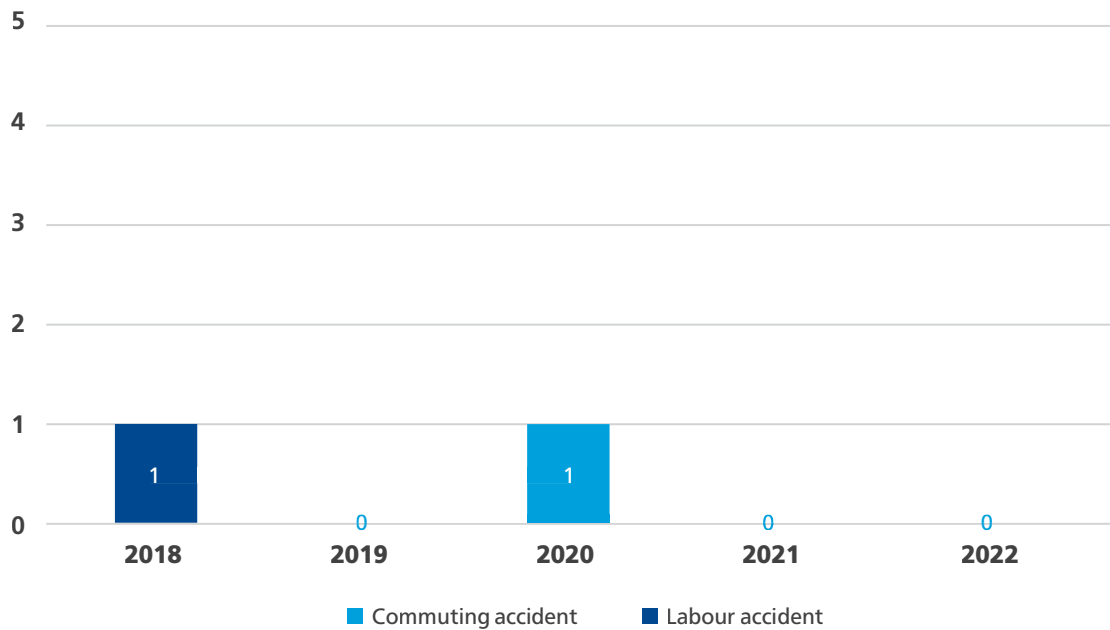




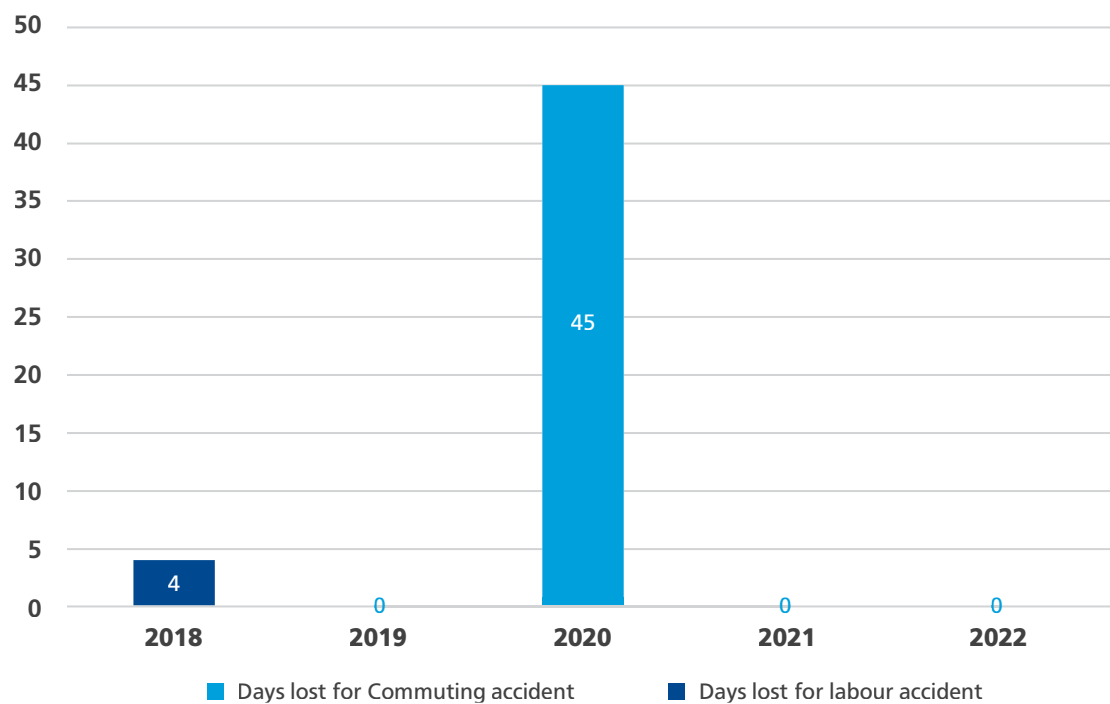
# BREAKDOWN OF ACCIDENTS

The following tables present the number of accidents, the lost workdays per year and per type and the frequency and gravity rate since 2018.

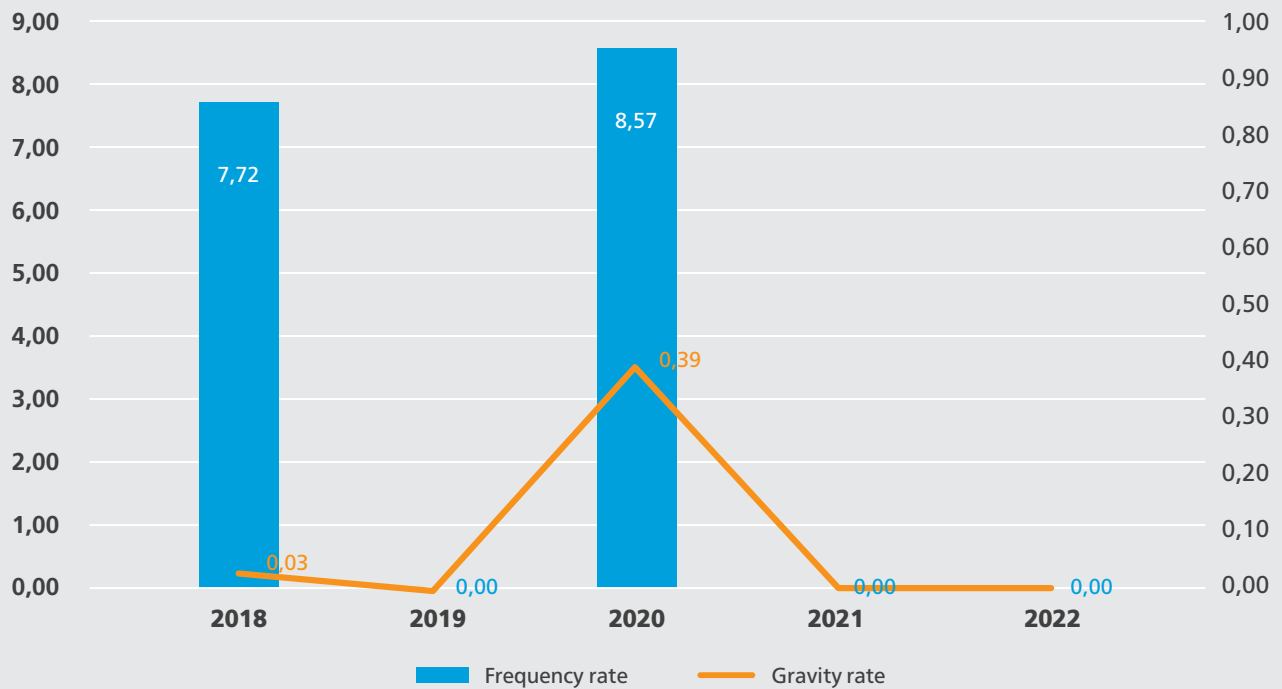
## Number of Accident per Year



## Days Lost per Category of Accident and per Year:



## Frequency Rate and Gravity Rate:



### Notes:

**Frequency rate:** the number of occupational accidents (work stopped more than one day) arisen during a period of 12 months by one million hours worked.

**The rate of severity (gravity rate):** represents the number of days compensated for 1000 worked hours.

## ANALYSIS OF OH&S ACCIDENTS

2022	Commuting Accident	Labour Accident	Lost Workhours
January	0	0	0
February	0	0	0
March	0	0	0
April	0	0	0
May	0	0	0
June	0	0	0
July	0	0	0
August	0	0	0
September	0	0	0
October	0	0	0
November	0	0	0
December	0	0	0
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>



## OCCUPATIONAL H&S DRILL

Once per year an emergency evacuation drill takes place. **For this year the drill (fire drill scenario) was performed in December successfully.** The directions to the fire security team, through the radio communication system, were sufficient and precise. All employees evacuated the premises without delays.

## SAFETY WEEK

For the 4th consecutive year VINCI Concessions / VINCI Highways organized the **Safety week between the dates 14/11 - 18/11, with the moto “Let’s dare safety!”**. Employees participated in a variety of workshops, presentations and trainings (first aid, work at heights, rescue from the pylon). **This year’s guest was the phycologist I. Souhla talking about “Effective communication: The key to a better life”.**



# 3. ENVIRONMENT

Responding to the climate emergency, GEFYRA Litourgia is acting faster to reduce its impact, transform its businesses and create innovative solutions.

We aim to play an active role in the ecological transition of living environments, infrastructure and mobility systems.

Aware of the responsibilities that go with our activities, but also of our capacity to make a positive contribution to this transition, Gefyra Litourgia has set itself a new environmental ambition looking to 2030, focused on three main areas:

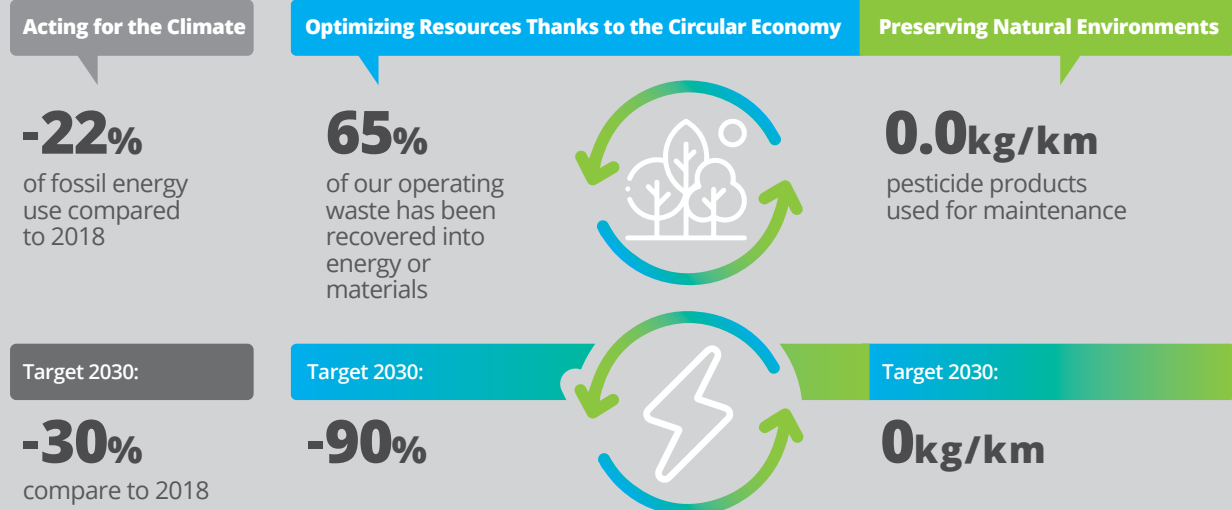
- ▶ **ACTING FOR THE CLIMATE** – Gefyra Litourgia is acting to limit the consequences of climate change:
  - Reduce direct greenhouse gas.
  - Reduce its indirect emissions by acting across the entire value chain.
  - Adapt structures and activities to improve their climate change resilience.

- ▶ **OPTIMIZING RESOURCES** thanks to the circular economy – Gefyra Litourgia intends to limit its impact by moving towards a circular economy mainly improving waste sorting to ensure systematic waste recovery.

- ▶ **PRESERVING NATURAL ENVIRONMENTS** - Throughout the project life cycle, Gefyra Litourgia entities must have as little impact as possible on natural environments, and must develop solutions to conserve ecological balance by:

- Preventing pollution and incidents by systematically implementing an environmental management plan in all our business lines.
- Optimizing water consumption.
- Aiming to achieve no net loss of biodiversity

## OUR MAIN ACHIEVEMENT FOR 2022 ARE SUMMARIZED BELOW:



# INTEGRATED ENVIRONMENTAL MANAGEMENT SYSTEM & CERTIFICATION

In order to comply with the Project's environmental terms and the implementation of an Environmental Policy, Gefyra Litourgia has elaborated an environmental management system taking into consideration activities associated to both normal and abnormal operation and conditions, for:

- ▶ controlling, monitoring and dealing with the environment impact
- ▶ optimum management of liquid and solid waste
- ▶ promotion of optimum practices to reduce energy and natural resources consumption

We constantly try to improve the level of the services provided to the users in such a way so as to contribute to sustainable development and maximize our contribution to society. In this framework, our company is bound to reduce constantly the negative impact on the environment, to fully comply with and even go over the environmental legislation in force, the environmental terms in force and every relevant widely acceptable good practice. We strive for and aim at saving natural resources and preventing pollution.



Since December 2018 our Environmental Management System was certified according to ISO 14001:2015.

In 2022 we successfully received our surveillance audit.



In October 2022 we received our Zero Waste to Landfill audit (audited period 2021) and, in the beginning of 2023, we were successfully certified, achieving 51.88% waste diversion from landfill.



## PROJECTS

In the context of better waste management, but also in an effort to reduce energy consumption, the following actions continued:

- ▶ In Terms of Waste Management:
  - Recycling of A4-A3 paper at the source.
  - Recycling of clothing (work clothes and general collection of clothing) and work shoes.
  - Segregation of waste in operation building as well in the customer parking lots.
  - Collection of organic waste in order to compost.
  - Carton recycling at source.

The collection of cigarette butts, in special bins, began in 2022 in order to be sent for processing abroad to become fertilizer for floriculture or raw material for plastic production.

- ▶ In Terms of Communication:
  - Informative e-mails were sent to all employees regarding the installation of new bins for the collection of the cigarette butts and the correct disposal. A pocket ashtray (bamboo stick) was provided to the employees in order to collect their cigarette butts prior to the disposal to the special bins.
  - Employees received and internal environmental training and awareness by the environment referent.

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## WASTE MANAGEMENT

The Company has implemented a recycling program which includes waste arising from the operation and maintenance of the project, such as electrical and electronic equipment, paper, toner, batteries, metals, etc. In addition to the above, Gefyra Litourgia employees are encouraged to bring their own waste, such as electrical and electronic equipment, clothes, etc.

The Following Icons Presents the Total Amount  
of Waste Collected During 2022:



**6,16 tons**  
of road / household  
waste collected



**4,9 tons**  
of paper recycled



**0,046 tons**  
of toner recycled



**0,073 tons**  
of batteries recycled



**1,416 tons**  
of electronic & electrical  
equipment recycled



**0,688 tons**  
of lubricants & associated  
waste collected



**2,56 tons**  
of metals recycled



**0,035 tons**  
of lamps recycled



**0,223 tons**  
of clothes



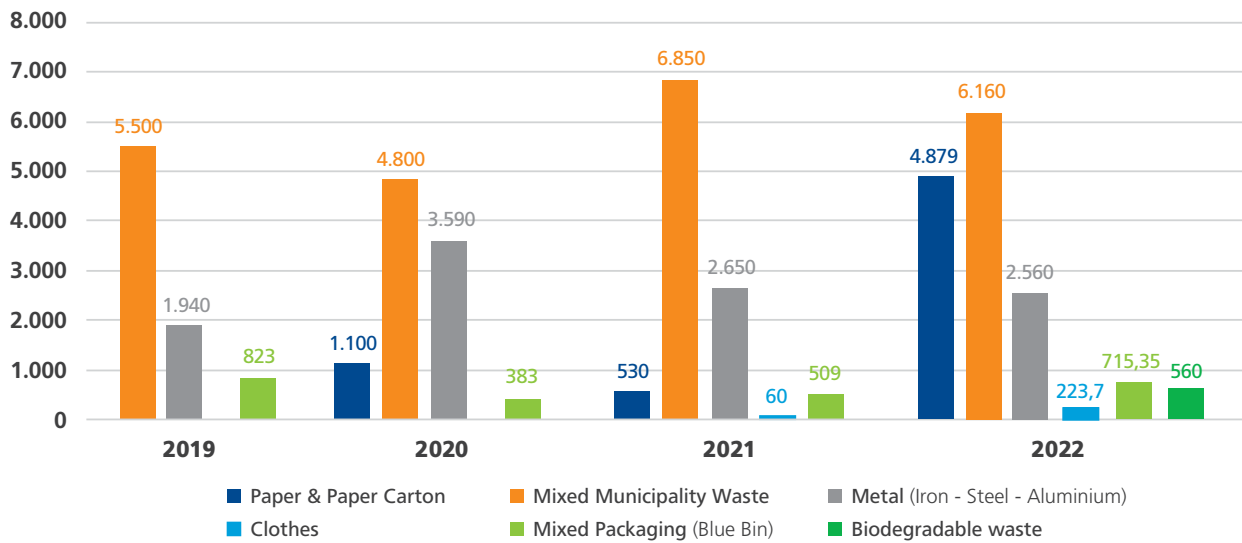
**0,007 tons**  
of dead animals collected



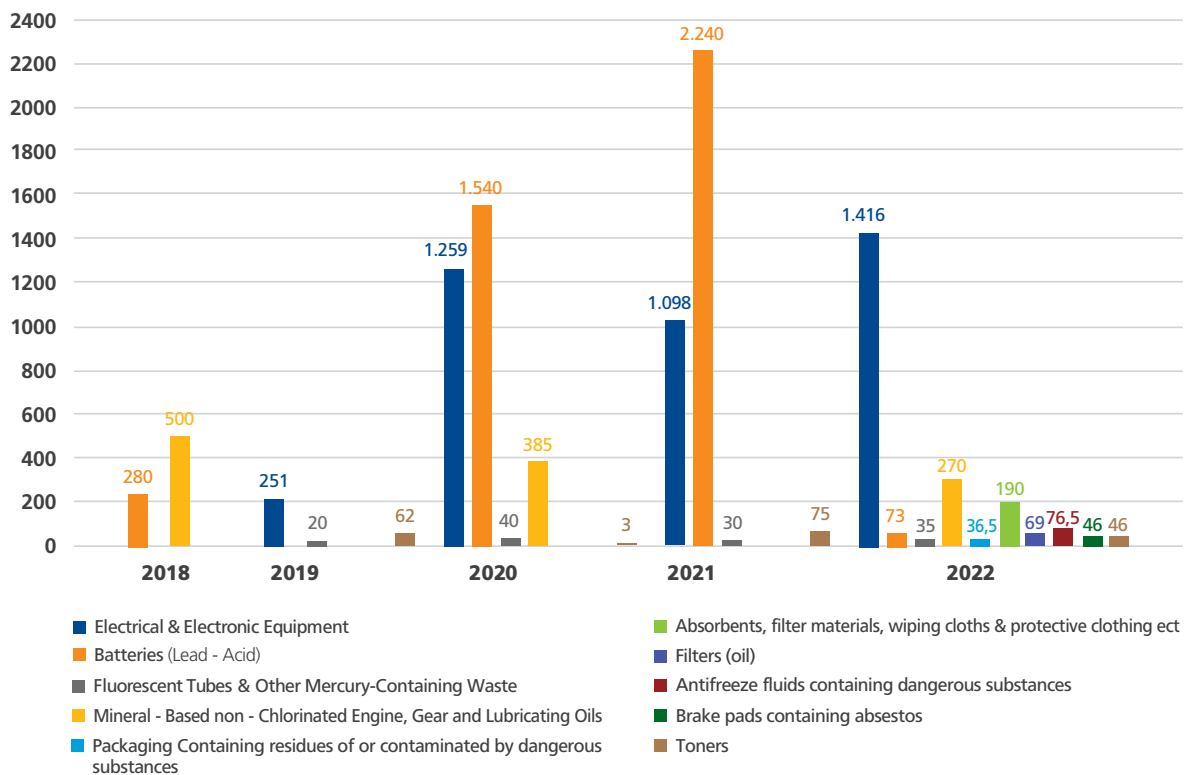
**0,560 tons**  
Biodegradable waste



## Quantity (KG) of Non-Hazardous Waste Recycled:



## Quantity (KG) of Hazardous Waste Recycled:

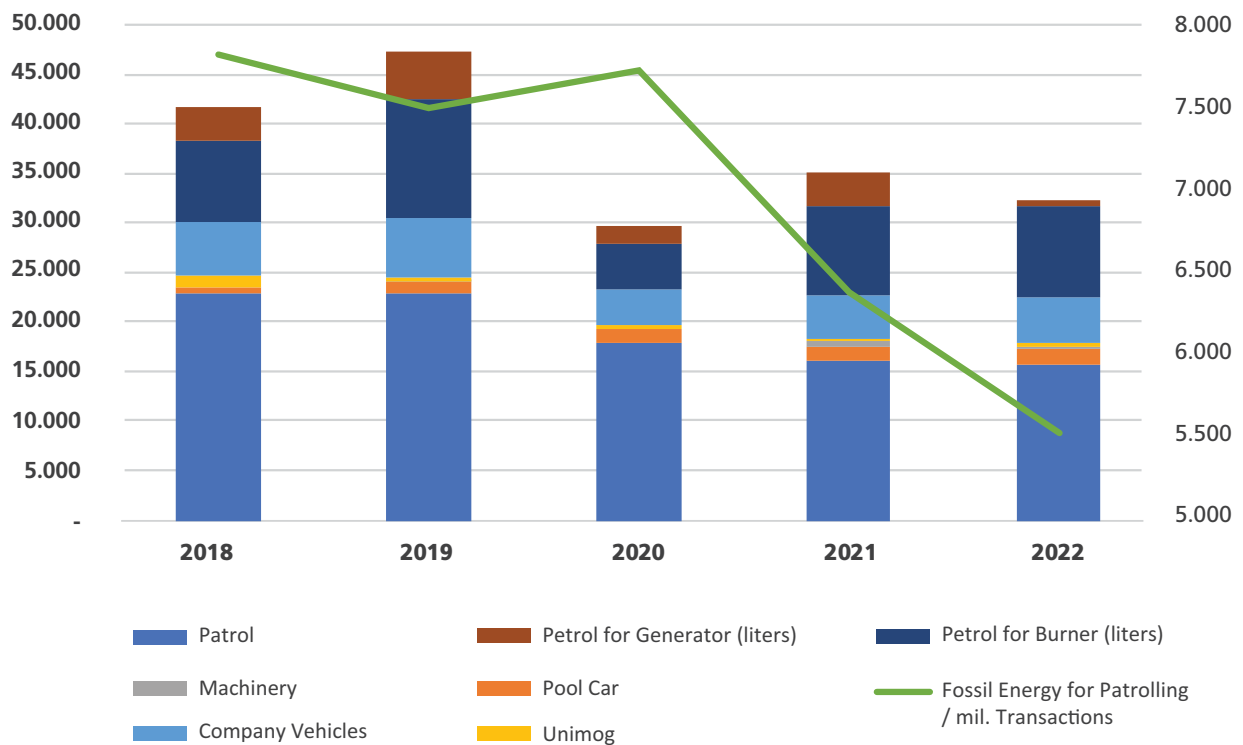




## FOSSIL ENERGY CONSUMPTION

The following table presents the total consumption of fossil energy for vehicles and machinery

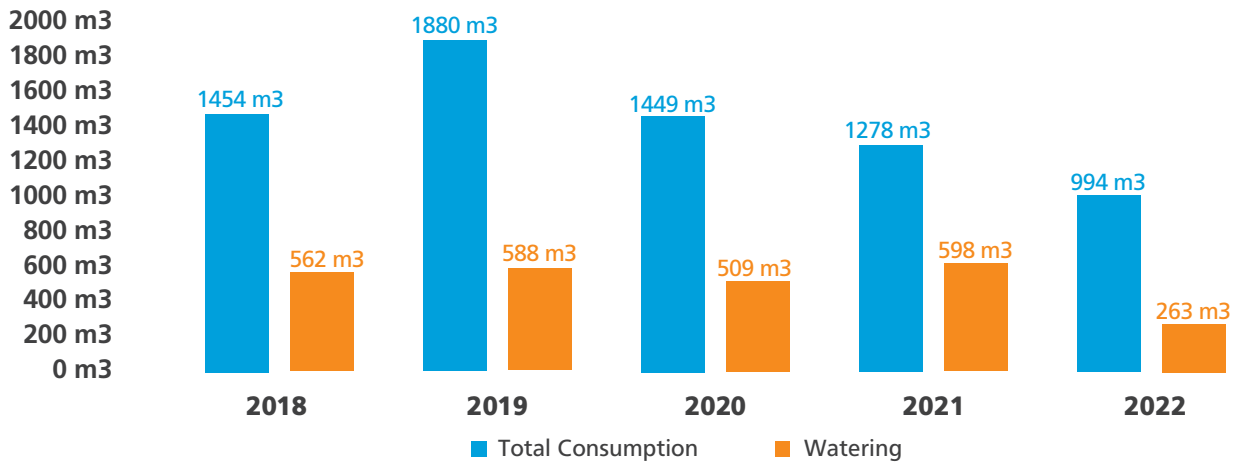
### Fossil Energy Consumption (in liters):



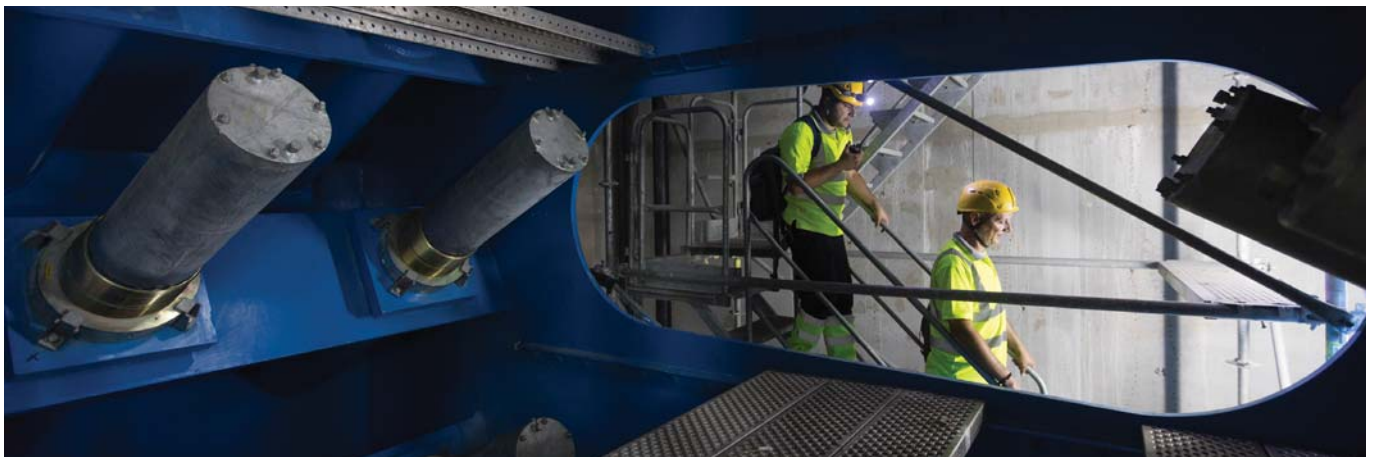
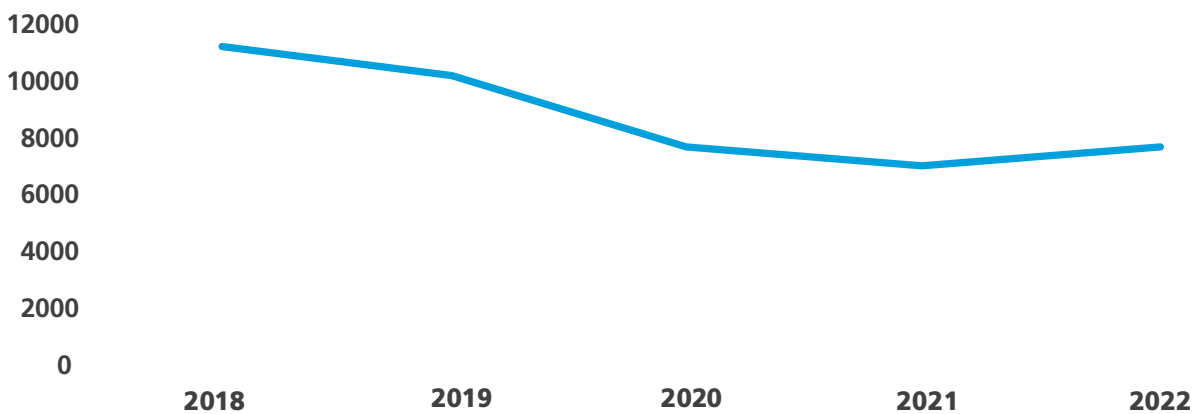
# WATER CONSUMPTION

The following table presents the total water consumption since 2018. A decrease in the total water consumption was observed in 2022 in comparison to the previous years. This is due to the decrease in the use of water for watering purposes.

## Water Consumption in m<sup>3</sup>:



## Water Consumption in Operation Building (liters per full time equivalent)

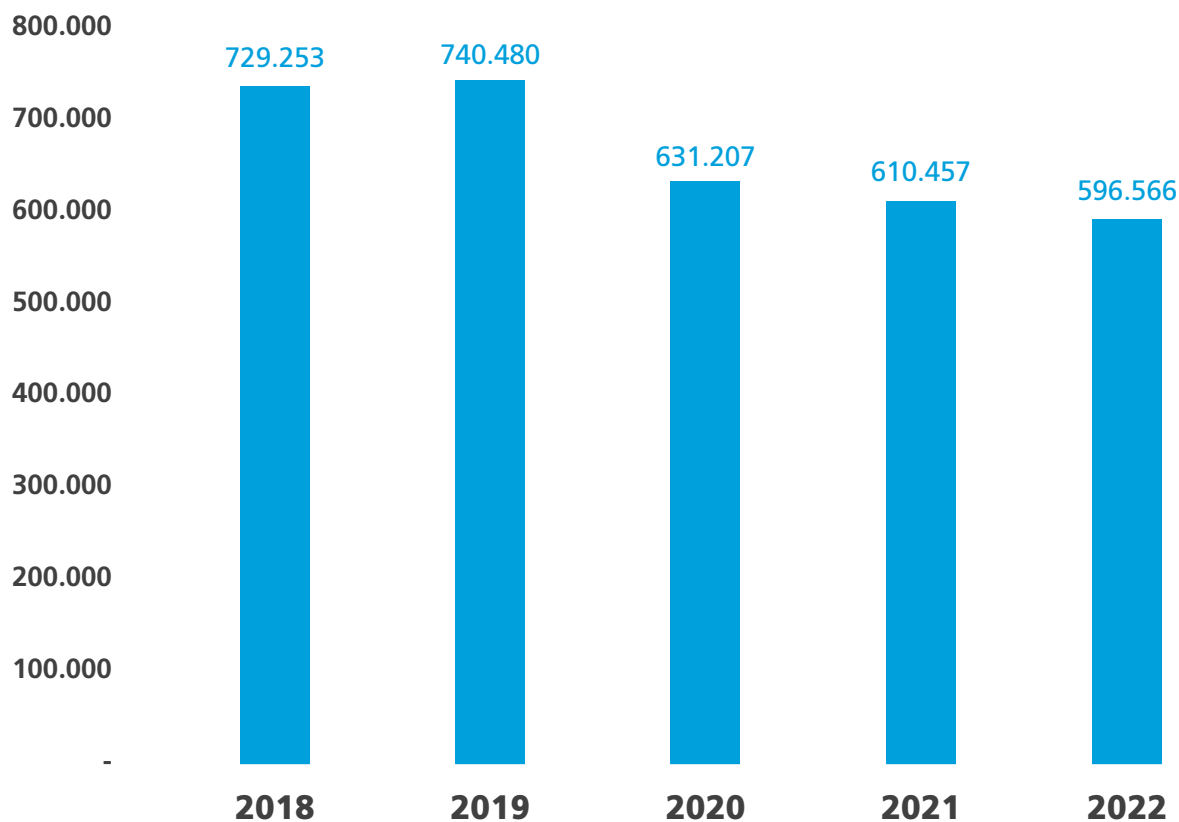




## ELECTRICITY CONSUMPTION

The following table presents the electricity consumption since 2018. In comparison to 2021, there was a decrease of -2.28%.

Electricity Consumption (kw/h):



**Notes:**

Since September 2019 the vast majority of the electricity is from renewable energy sources.



# 4. QUALITY



## INTEGRATED QUALITY MANAGEMENT SYSTEM

**Gefyra Litourgia** aims for the constant improvement of the Services provided to the final user of the bridge with the end objective to offer **high quality** and **homogenous services** to everyone.

In that view, the company sets out objectives and provides all the necessary resources for delivering its values and visions.

The end objective is to achieve a full satisfaction not within the narrow framework of the quality of service provided but in the broader social context encompassing economy.

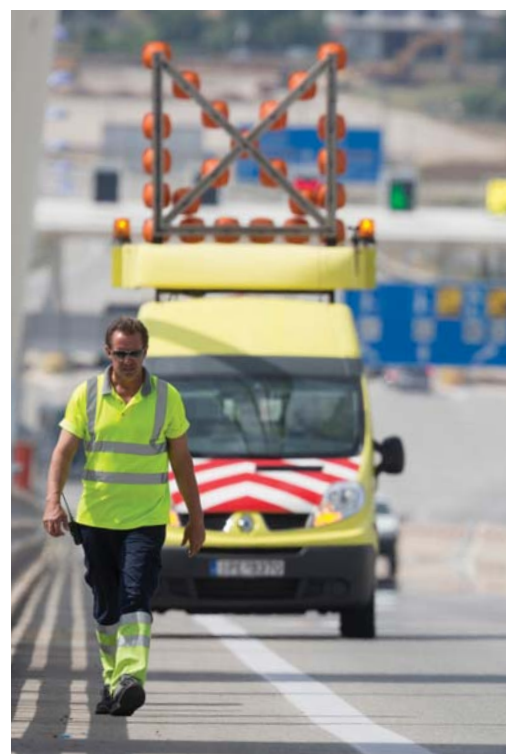
**Gefyra Litourgia has setup an Integrated Management System (IMS) to manage its activities, covering the following topics:**

- Quality management,
- Occupational health and safety management,
- Environmental management,
- Road traffic safety management,
- Stakeholders management,
- Management of various risks and opportunities related to the operational activities,
- Human resources and Finance management,
- and on a general perspective, all other sustainable development aspects.

Every year, internal audits along with external audits (certification external audit, environmental audit and audit by our Client) are carried out. **For 2022 there were no observations recorded during the external audits.**

**In 2022 Gefyra Litourgia** received successfully the surveillance audit.

Since December 2018 Gefyra Litourgia holds a certified quality system ISO 9001:2015.







# PART 02



## TOLLS TRAFFIC & PRODUCTS





**Gefyra's toll plaza** has a total of 12 lanes, out of which 4 are used mainly as electronic lanes (ETC) for light vehicles (LV) and heavy vehicles (HV), while 8 as manual (MTC) lanes.

During normal traffic conditions the toll plaza is equally split, thus 6 lanes (4 MTC -2 ETC) are used for northbound (Rion to Antirion) traffic and 6 lanes (4 MTC -2 ETC) are used for southbound (Antirion to Rion) traffic.










The toll plaza allows a configuration of maximum 8 lanes in a direction when high traffic volumes are observed. These 8 lanes can be used as all as manual lanes or in a mix mode using also the 2 automatic lanes. The remaining 4 lanes in the other direction can either be used as manual lanes or again in a mix mode with the 2 automatic lanes.

The Table below Summarizes the Rules Followed for the Operating Scheme of the Toll Plaza, According to Different Volumes of Traffic:

Traffic Conditions	Plaza Configuration	Northbound Lanes		Southbound Lanes	
		MTC Lanes Available	ETC Lanes Open	MTC Lanes Available	ETC Lanes Open
Normal	6 North – 6 South	4	2 (1 LV & 1 HV)	4	2 (1 LV & 1 HV)
Increased Traffic from Rion Addition of 1 lane	7 North – 5 South	5 to 6	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	3 to 4	1 (mixed LV/HV) or 2 (1 LV & 1 HV)
Increased Traffic from Rion Addition of 2 lanes	8 North – 4 South	6 to 7	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	2 to 3	1 (mixed LV/HV) or 2 (1 LV & 1 HV)
Increased Traffic from Antirion Addition of 1 lane	5 North – 7 South	3 to 4	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	5 to 6	1 (mixed LV/HV) or 2 (1 LV & 1 HV)
Increased Traffic from Antirion Addition of 2 lanes	4 North – 8 South	2 to 3	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	6 to 7	1 (mixed LV/HV) or 2 (1 LV & 1 HV)



# 1. VEHICLE CATEGORIES & TOLL FARES

	VEHICLE CATEGORY	DESCRIPTION	TOLL FARE
1		Motorcycles	1,90€
2		Private cars and 4-wheeled vehicles with height up to 2m, with or without a trailer or caravan with height up to 2m	13,70€
3		Trucks of height in excess of 2m and private cars with a trailer or caravans of a height in excess of 2m	21,00€
4		Trucks with 3 axles	34,00€
5		Trucks with 4 axles	43,00€
6		Trucks with 5 axles	43,00€
7		Bus or coach of up to 20 seats	32,00€
8		Bus or coach from 21 and up to 40 seats	45,00€
9		Bus or coach with more than 41 seats	69,00€



## 2. DISCOUNT PRODUCTS

### ANONYMOUS DISCOUNT PRODUCTS

There are 3 anonymous discount products (no contract or registration required), providing different discounts schemes for the following vehicle categories:

VEHICLE CATEGORY	DISCOUNT PRODUCT	DESCRIPTION	PRICE
1	MOTO Card	A pre-paid 10 crossing card, valid for six months after the first crossing	12,00€
2	Aller – Retour Card	A discount card that allows 2 crossings, with a progressive discount on the second crossing (return trip), depending on the duration of the whole trip	14,00€
5 & 6	Return 36 Card	A discount card that allows 2 crossings, with the return trip to be performed within 36-hours of the first crossing	73,00€

## E-PASS DISCOUNT PRODUCTS

Frequent users of the Bridge can benefit of progressive discounts on their monthly crossings, by subscribing to one of the **E-pass discount products**, available for all vehicles' categories (with the exception of cat.1).

Each product provides discounts according to the number of crossings performed within the same calendar month, reaching up to 53% for passenger vehicles and up to 33% for trucks.

**For cat. 2 vehicles, there is an additional program available, "Aller – Retour on tag", which provides a discount on a round trip**, if the return crossing is performed within a specific time period, following a similar policy to the equivalent card program.

All products are prepaid and can be reloaded with the following means:

- Online, through a dedicated website and mobile app
- By contacting Customer Services
- In manual toll lanes

Finally, we also provide specific discount schemes for business users (such as companies which manage large fleets) and to the Association of Bus Operators (KTEL) who offer a public service with routes covering urban or intercity travels.



# PRODUCTS FOR VULNERABLE SOCIAL GROUPS

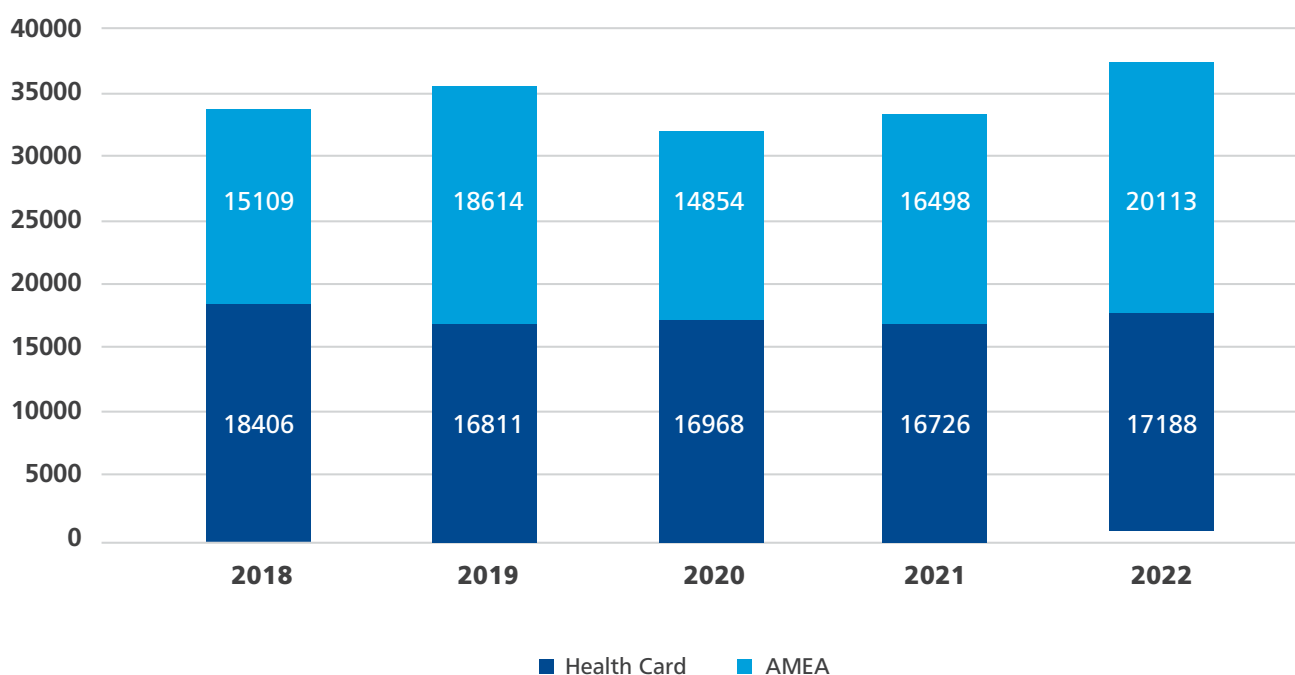
There are 2 Products Dedicated to Vulnerable Social Groups:

CHARACTERISTICS OF THE PRODUCT	HEALTH CARD	AMEA CROSSINGS
<b>TYPE OF VULNERABILITY:</b>	Cancer / kidney patients	People with disabilities
<b>COST OF CROSSING:</b>	5,00€	5,00€
<b>SUBSCRIPTION REQUIRED:</b>	YES	NO
<b>MEDIA:</b>	Card	Blue EU Parking Permit Card
<b>ISSUING OFFICE:</b>	Issued from customer service, with the owner's details printed on the card	Issued by the state

At the **end of 2022**, there were **776** active Health Cards.

The following table presents the total yearly crossings with the two products. **In 2022** the number of crossings with the Health Card remained at the same levels as the previous year, while there was an increase of 22% on the AMEA crossings.

## Vulnerable Group Crossings:

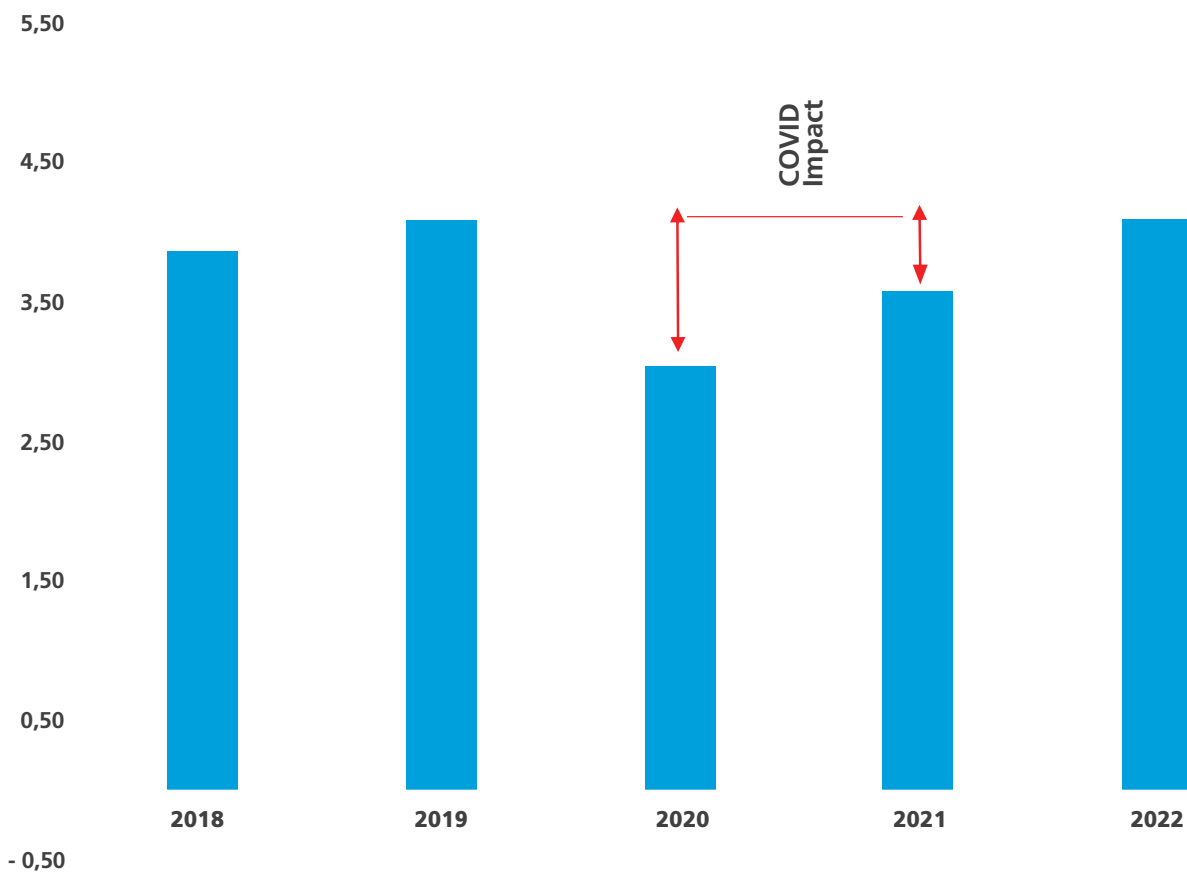




# 3. TOTAL TRAFFIC

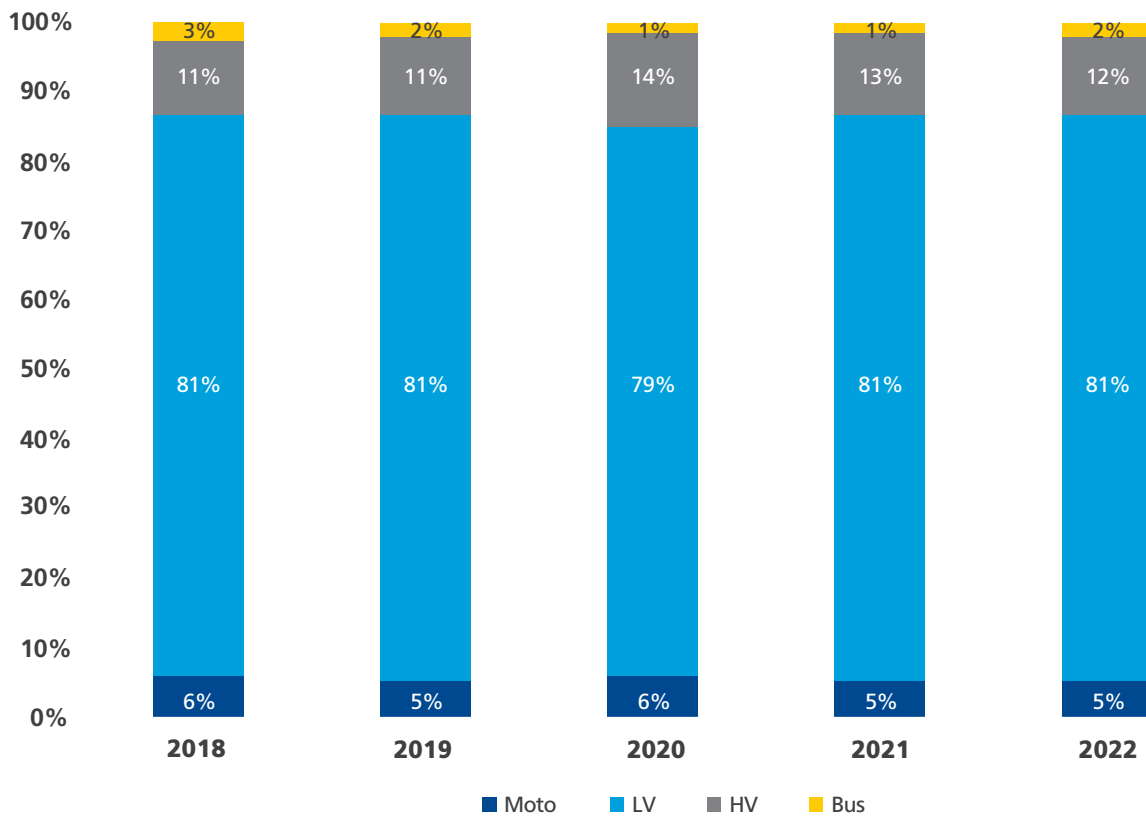
In 2022, we see an increase of 14,56% in comparison to previous year, and of 3,43% in comparison to the year 2019 (last full year before Covid-19), which confirms the progressive return to a normal situation.

## Total Transactions (millions):

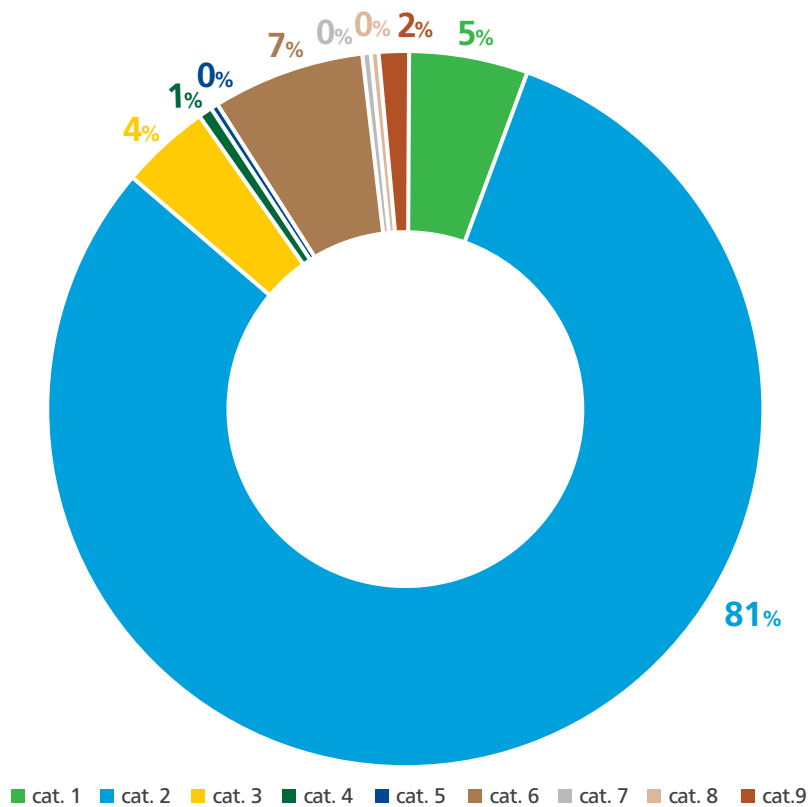


Regarding the traffic per vehicle type, light vehicles (LV), which represent the vast majority of crossings (>85%) throughout the years, continued showing a positive trend, with an increase of 3,1% compared to year 2019 (pre Covid-19 period). Regarding heavy vehicles (HV), we noticed an increase of 5,9%, demonstrating the ongoing recovery of our traffic figures.

## Breakdown of the Traffic per Type of Vehicle:



## Traffic per Category for 2022 (percentage):



## Traffic per Direction and Vehicle Category 2022:

### Total Crossing per Month - Northbound

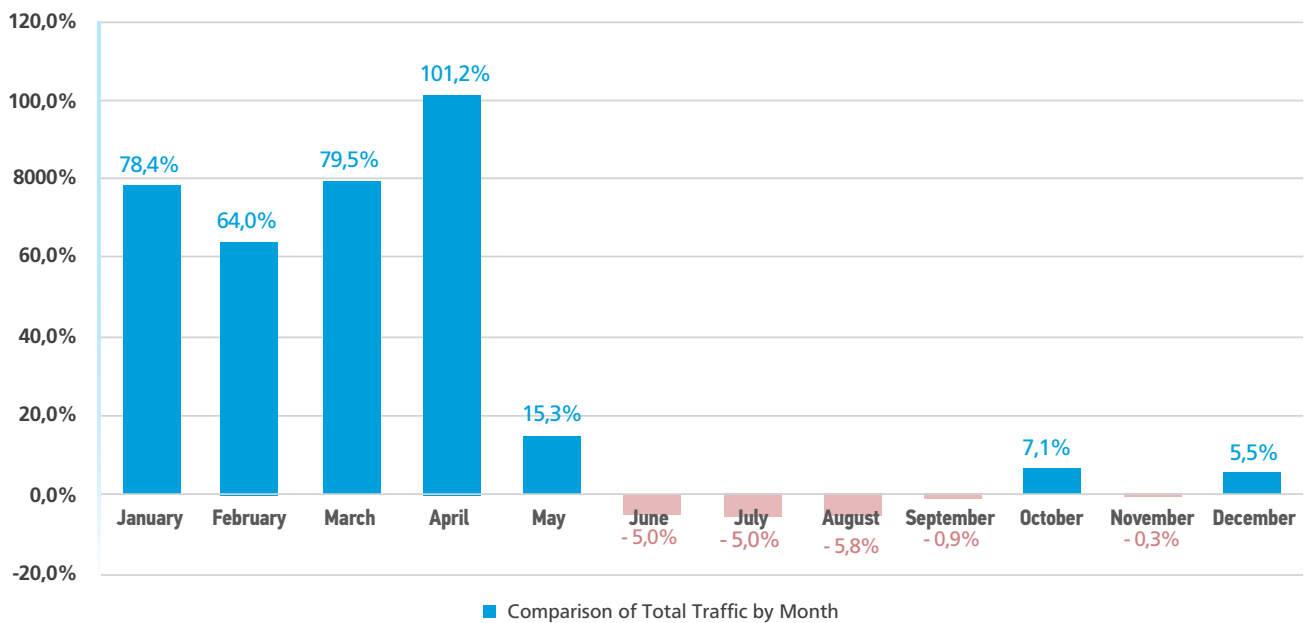
		1	2	3	4	5	6	7	8	9	
January	1	4363	98431	5217	926	369	9421	87	47	2117	120978
February	2	4677	93759	5291	953	455	10096	101	66	1969	117367
March	3	5227	111572	5894	1034	570	11683	106	106	2463	138655
April	4	8189	159252	6576	1005	467	11368	112	142	3037	190148
May	5	10184	111470	7318	1079	518	13692	151	172	2995	147579
June	6	11621	127311	7747	1130	481	14622	147	114	2759	165932
July	7	13964	186246	8386	1161	459	13343	150	155	2953	226817
August	8	14411	236768	8450	1087	430	12036	113	103	3328	276726
September	9	11915	136946	7633	1186	481	11947	144	127	3003	173382
October	10	11436	140077	7206	980	432	10523	15	142	3167	174113
November	11	6512	107180	6364	1021	449	11669	124	107	2654	136080
December	12	5917	141543	6004	1121	469	11292	109	113	3129	169697
<b>TOTAL:</b>		<b>108416</b>	<b>1650555</b>	<b>82086</b>	<b>12683</b>	<b>5580</b>	<b>141692</b>	<b>1494</b>	<b>1394</b>	<b>33574</b>	<b>2037474</b>

### Total Crossing per Month - Southbound

		1	2	3	4	5	6	7	8	9	
January	1	4379	112931	5166	938	391	9914	108	40	2120	135987
February	2	4593	93975	5167	1000	506	10621	123	59	1955	117999
March	3	5090	111993	5768	1052	558	11967	122	93	2438	139081
April	4	7992	147709	6830	1048	508	11704	103	133	2938	178965
May	5	10852	123439	7595	1097	543	13344	171	158	2952	160151
June	6	11490	123613	7699	1144	543	13719	150	117	2619	161094
July	7	13425	167703	8361	1166	441	13927	124	138	2863	208148
August	8	14569	252028	8405	1166	466	12473	103	77	3257	292544
September	9	12185	148098	8227	1237	499	12558	149	113	2836	185902
October	10	11416	142781	7104	999	462	11618	172	146	3047	177745
November	11	6473	110169	6480	1041	451	12545	150	105	2597	140011
December	12	5793	128703	6169	1107	466	12403	119	94	3016	157870
<b>TOTAL:</b>		<b>108257</b>	<b>1663142</b>	<b>82971</b>	<b>12995</b>	<b>5834</b>	<b>146793</b>	<b>1594</b>	<b>1273</b>	<b>32638</b>	<b>2055497</b>

# 4. EVOLUTION OF TOTAL TRAFFIC

## Comparison of Total Traffic by Month 2022 vs 2021:





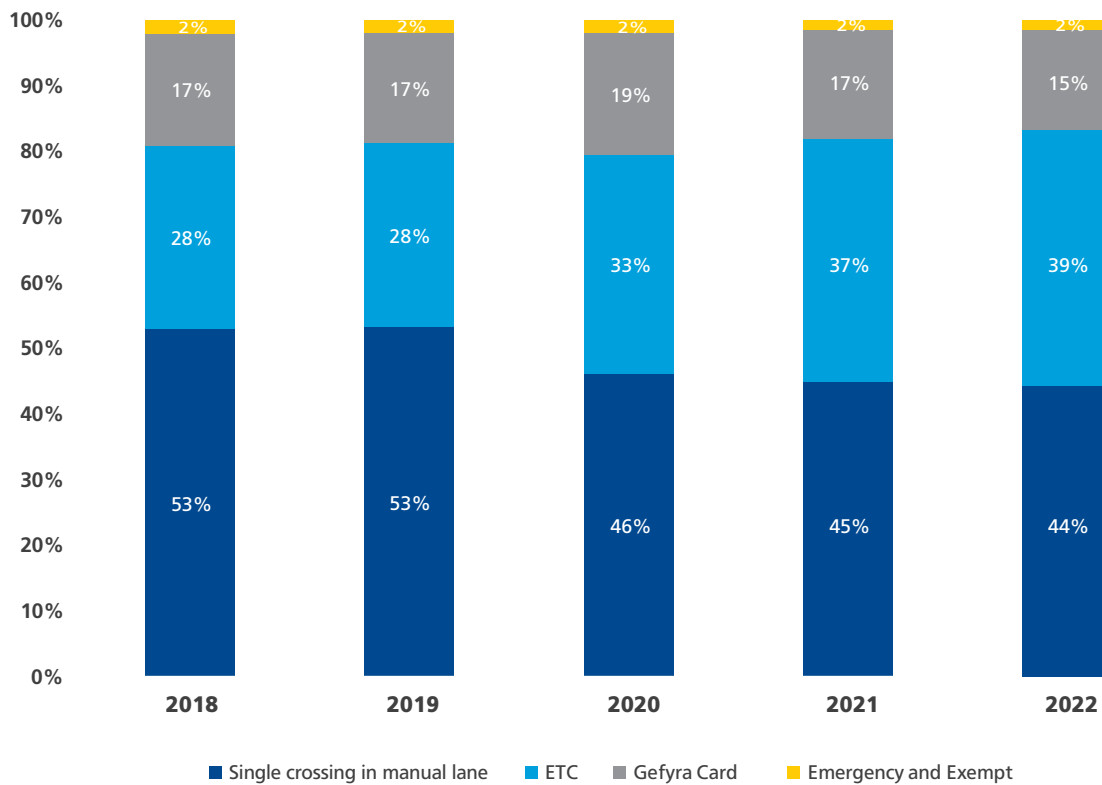


## ANALYSIS OF THE MEANS OF CROSSING AND PAYMENT

Full price crossings show a decreasing course through the years **with an 9% reduction between 2018 and 2022**. There is a decrease in the **transactions of full price crossing made by cash (-23%)** while at the same time transactions **with a use of a bank card have an increase of 14%**, for the same period of years.

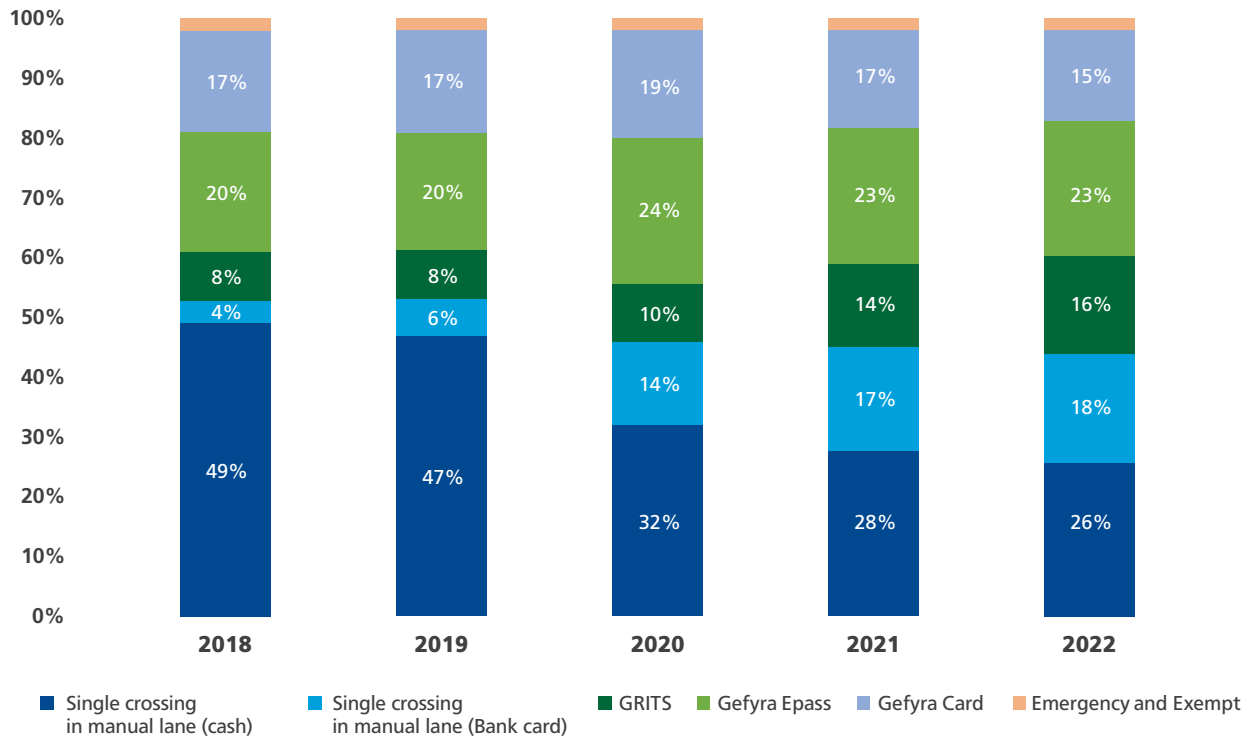
The increase of the bank card usage comes as a result of a nationwide change of habit, following the financial crisis, where POS machines became mandatory for the vast majority of businesses and peaked during the pandemic as cash transactions were avoided.

### Means of Crossing (% of the total revenue):

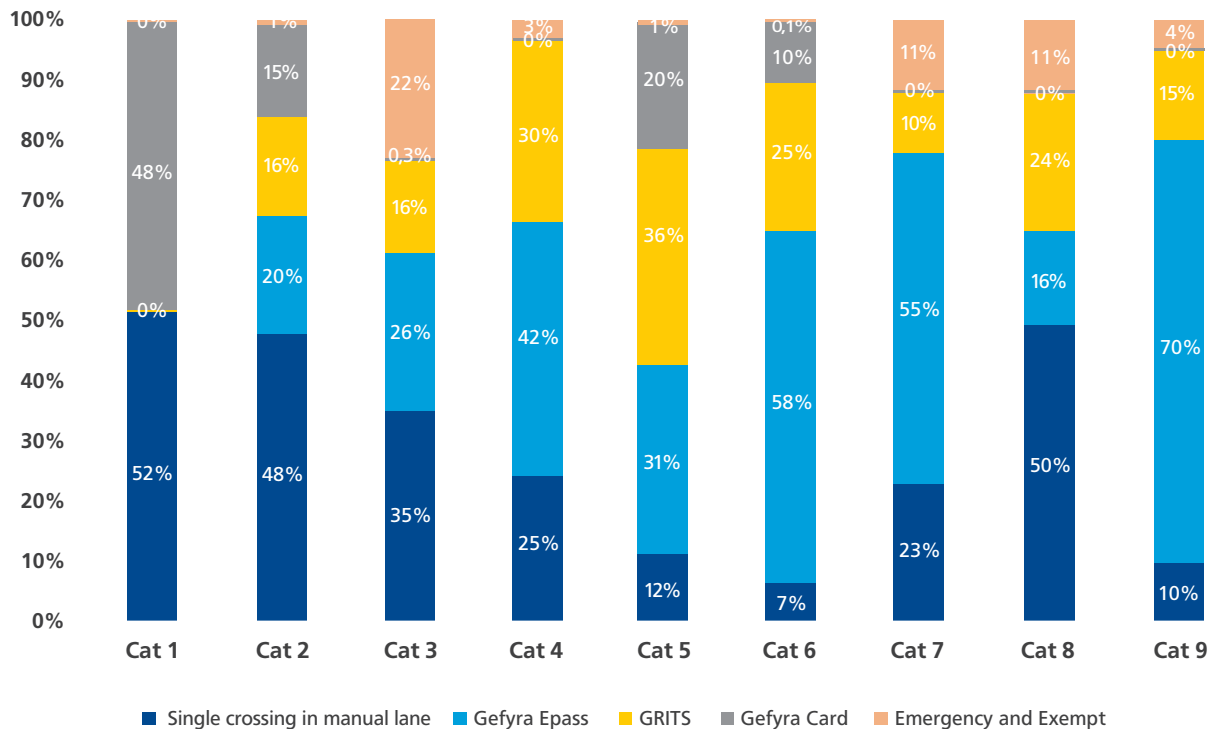


**ETC penetration presents an increasing trend (11%)** between **2018** and **2022**, as more and more users understood the benefits of using a tag in terms of time saving on the duration of their trip, as well as the discounts provided.

## Detailed Means of Crossing (% of the total traffic):



## Transaction per Mean of Crossing & Vehicle Category (percentage %):



48% of the transactions concerning motorcycles users (cat.1) prefer to use the discount product MOTO Card for their crossings, while 36% of passenger cars (cat.2) use a tag for their crossings.

The vast majority of trucks with 4 axles or more (cat. 5 & 6), prefer ETC as their mean of crossings, instead of using a manual lane.

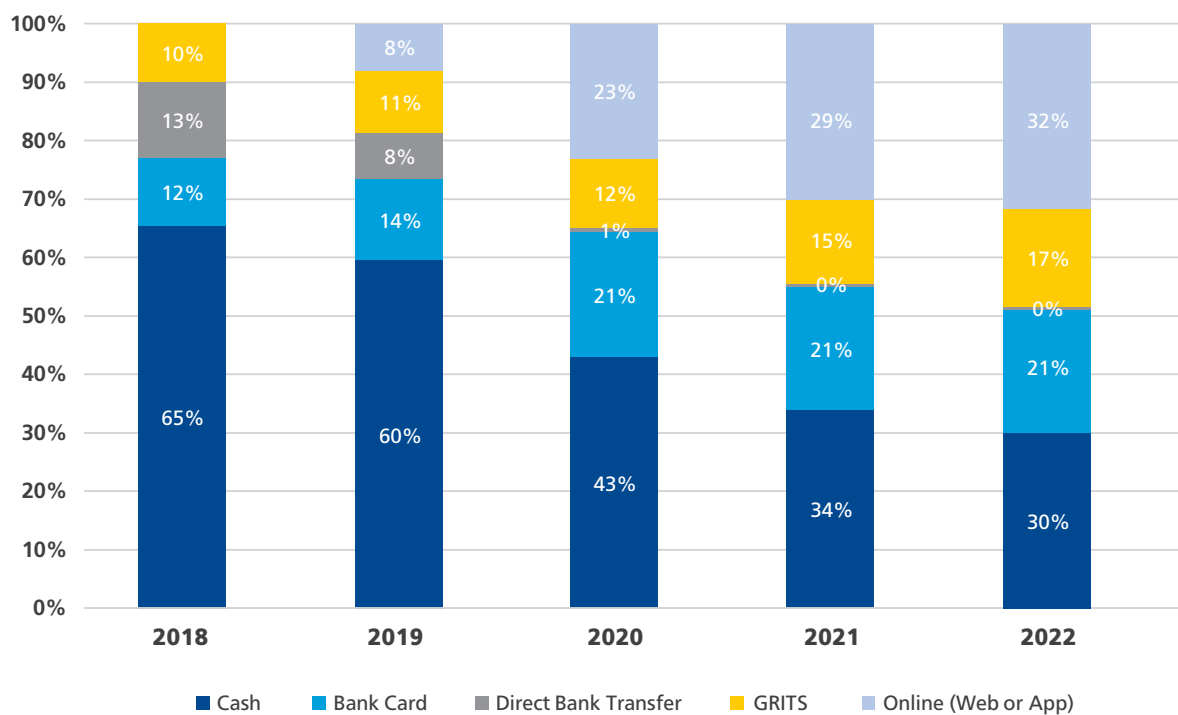
The same trend appears on cat. 9 buses as well, with 85% of the total transactions for this category performed with a tag.

Regarding the means of payment, there is 35% decrease in the usage of cash since 2018, while there is 9% increase in the usage of bank cards.

In 2019, we saw the launch of online services for e-pass subscribers, which included the online reload of their account via the dedicated website or the mobile app.

In 2022, online transactions through the website or app account for 32% of the total revenue, with a 3% increase since last year.

## Means of Payment for a Crossing, Product Purchase or Reload a Tag (% of the total revenue):

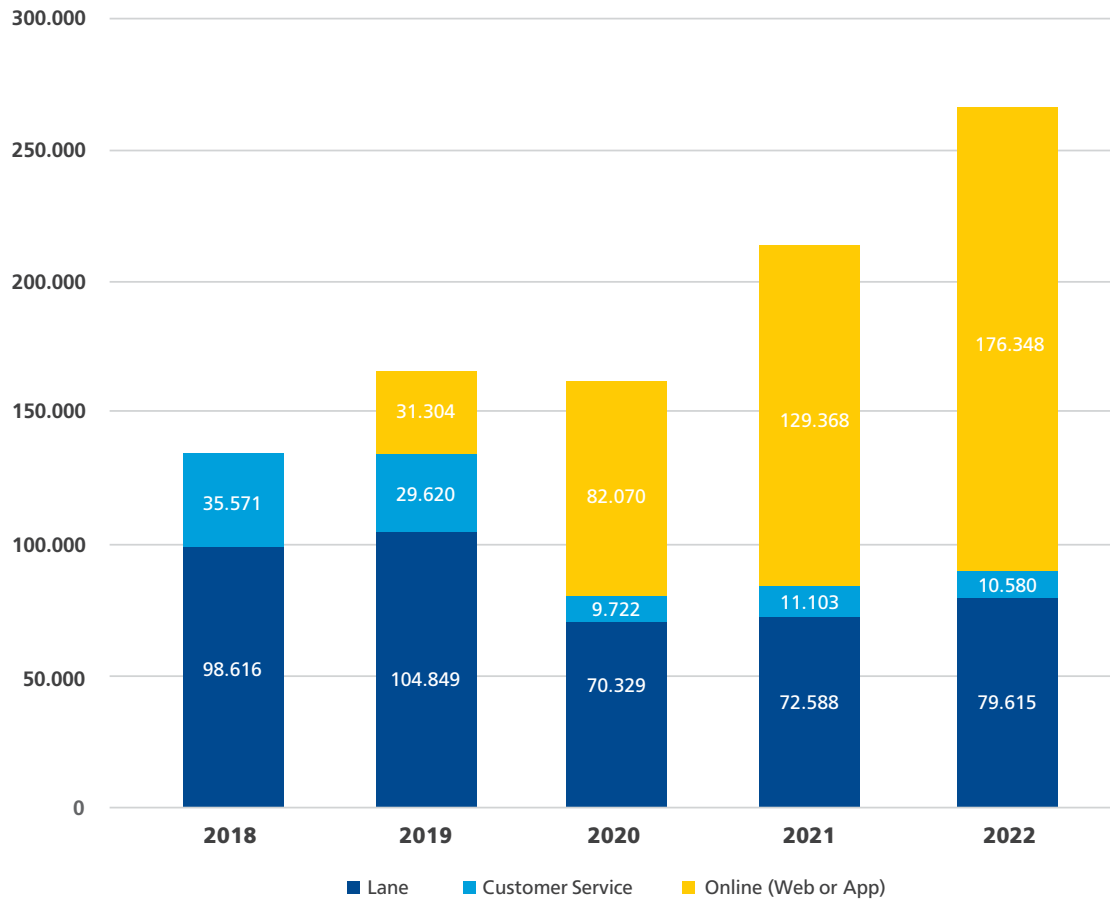




## Number of Gefyra Epass Reload per Means of Reload:

In 2022, there was a small increase (9,7%) of the reloads performed in manual lanes, while at the same time we noticed a 36,3% increase in reloads performed online.

In total, during 2022, 30% of reloads performed in lane, 4% through Customer Service and 66% online.



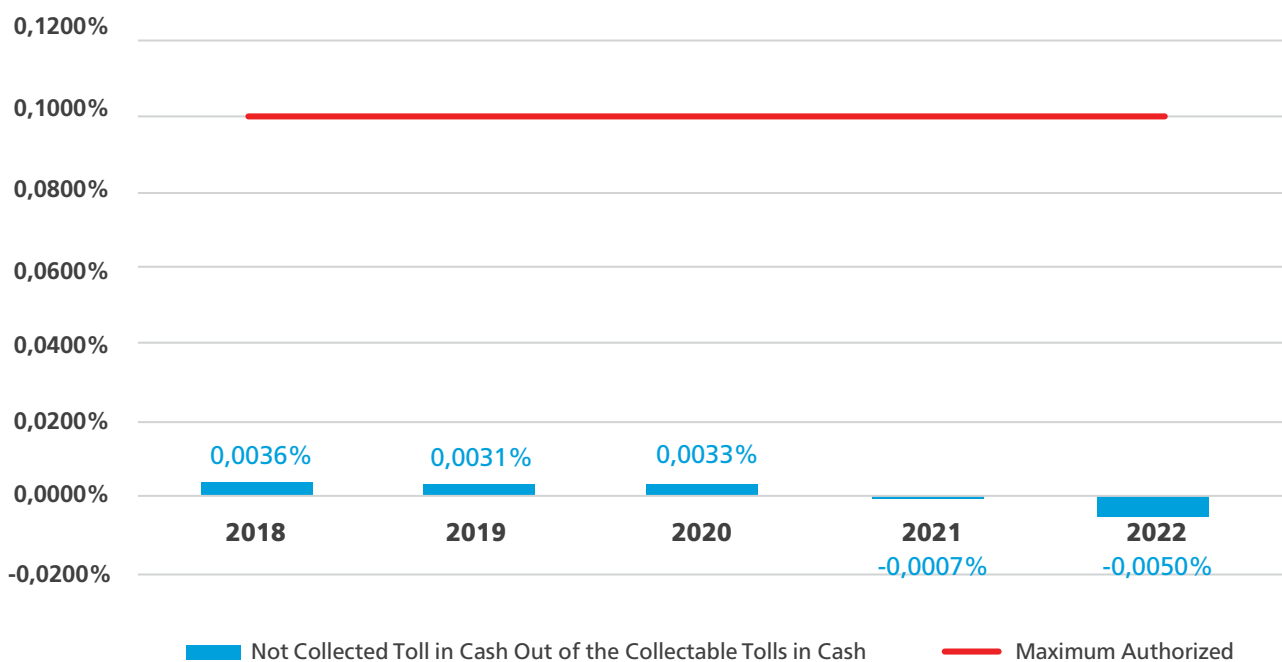


# 5. QUALITY OF TOLL COLLECTION

The quality and the accuracy of the toll collection is one of our priorities.

Our results over the last 5 years are presented in the graph hereafter. The maximum discrepancy is fixed by contract in the operation agreement signed between the operator and the concessionaire.

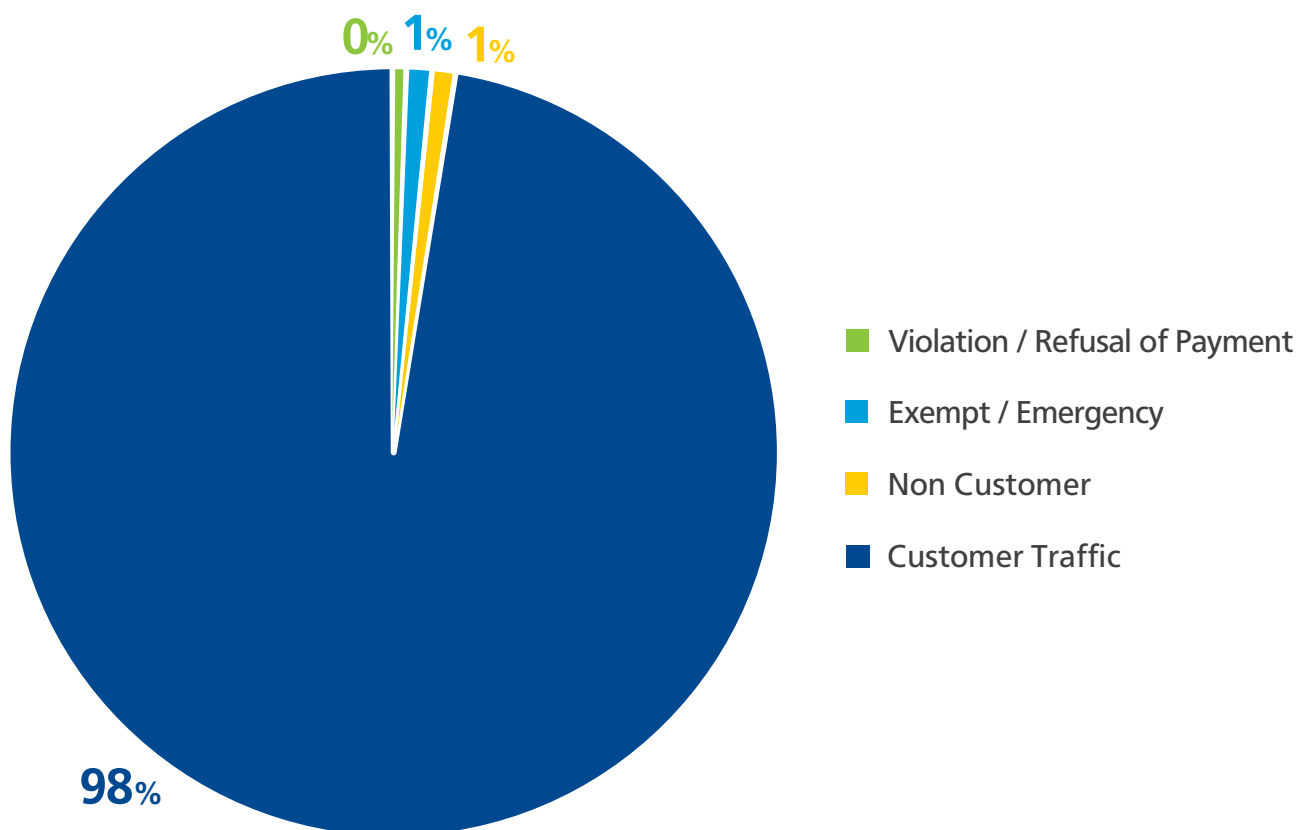
## Quality of the Toll Collection in Lanes:



## 6. UNPAID TRANSACTIONS

The following graph demonstrates the breakdown of total number of crossings performed in 2022:

### Breakdown of Total Passage for 2022:

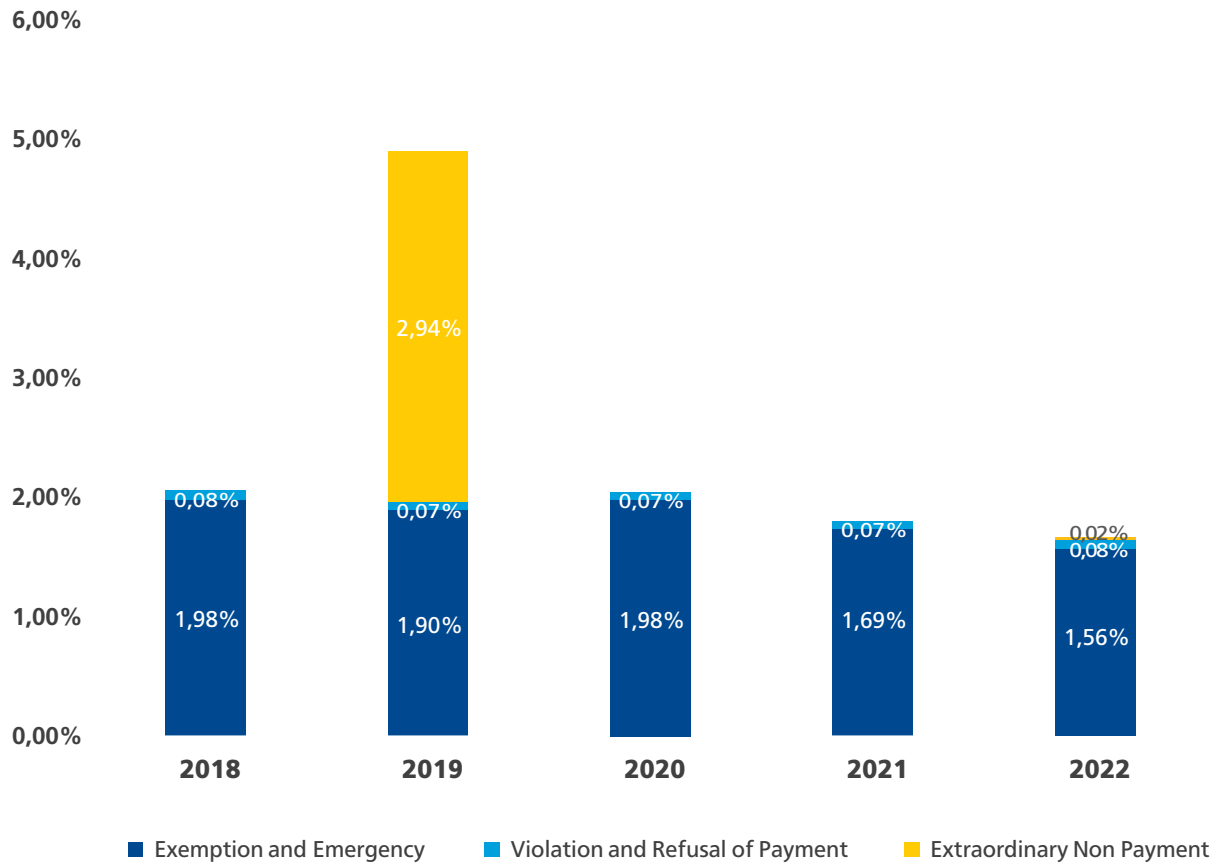


The commercial traffic represents 98% of the total transactions. The rest is analyzed as follows:

- 0,92% of the Transactions are performed by non-customer (such Gefyra employees, subcontractors) through paid products (internal products) that offer a big discount.
- 1% of the Transactions are free crossings (exemption or emergency).
- 0.08% are violations or refusals of payment.

**Unpaid transactions are relatively stable since 2018** (around 2% of the total traffic), with the exception of 2019, where the increase is due to the free crossings of the national and local elections, which were partially compensated by the state.

## Unpaid Transactions (% of the total traffic):



Violations and refusals of payment account for less than 0,1% of the total traffic throughout the years.

**In 2022, 19,1% of the total losses have been retrieved**, through written letters addressed to the violators and / or phone calls, depending on the data available for each case.

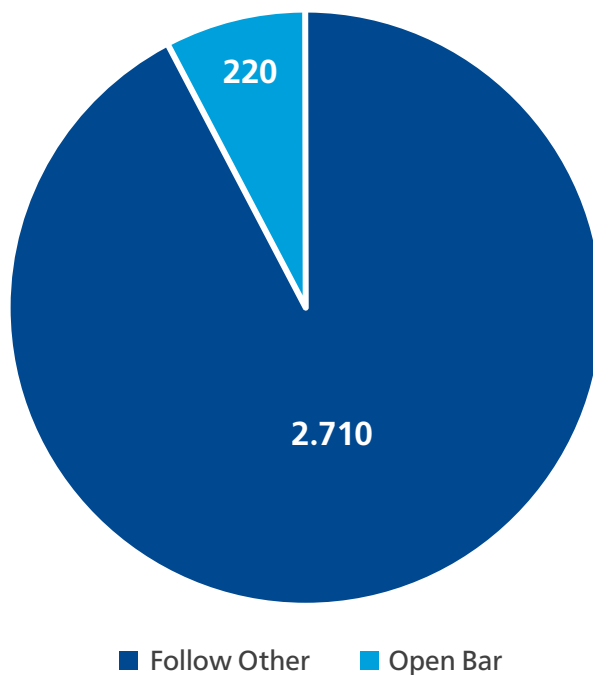
### Notes:

As of March 2022, and up to August 2022, with a decision from the Concessionaire a “Non-Payment Form” was issued for refugees originating from Ukraine (due to the current status with Russia), allowing the beneficiaries to cross without payment, representing the 0.02% of extraordinary non payment.

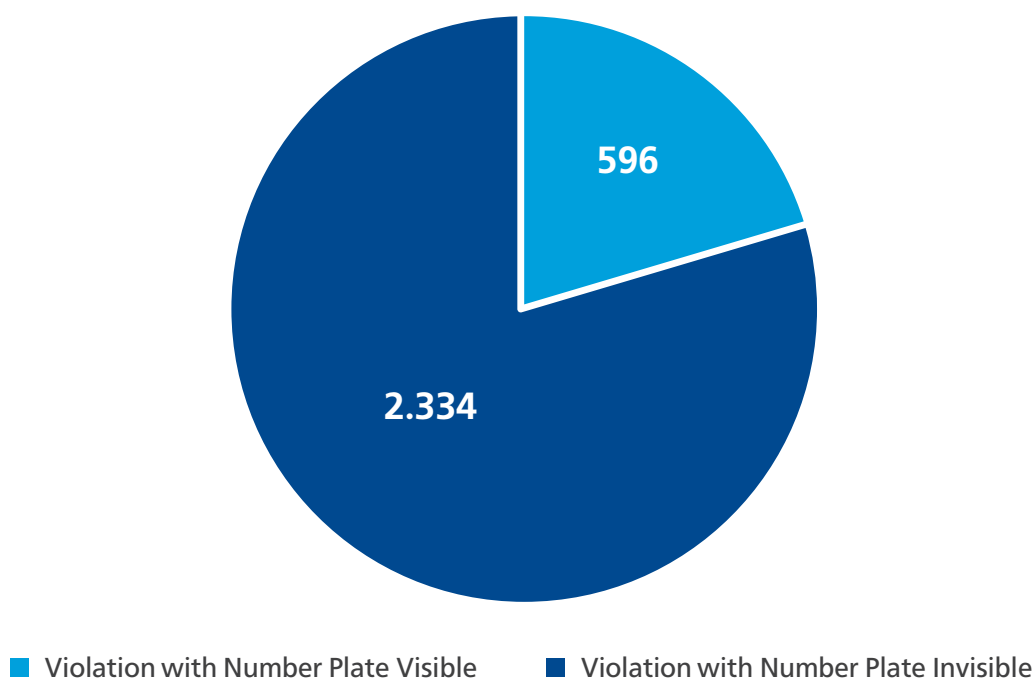
The vast majority of violations (92,5%) occurred with vehicles following the leading vehicle, while the rest (7,5%) occurred when the barrier remained open.

79,7% of the total violations concerned vehicles with covered (fully or partially), missing or unreadable license plates, which made the task of identifying the owner impossible.

### Type of Violation for 2022:



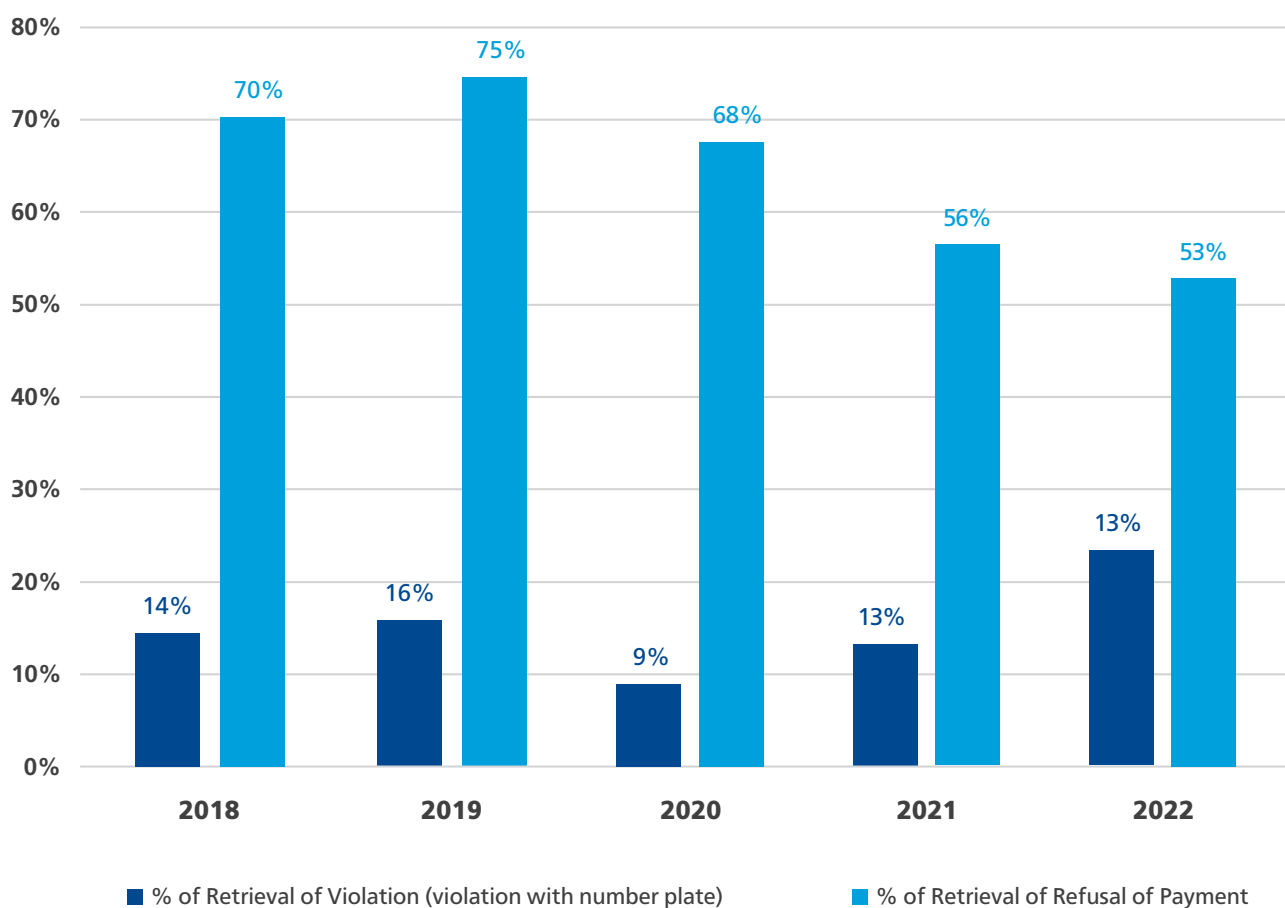
### Breakdown of Violation According to the Visibility of the License Plate for 2022:





In comparison, the retrieval of losses from refusals of payment, is much higher than the retrieval of violations, as for the first case, the user provides all his personal data and therefore is easier to enable communication with them.

## % of Retrieval for Violations and Refusal of Payment:





# 7. ETC AND GRITS

Until the end of 2022, Gefyra E-pass had 31.599 subscribers, sharing 41.163 tags in total.

Gefyra E-pass subscribers are the most frequent users of the bridge than any other tag holder, performing on average 31 crossings per month.

Tag Issuer	Tags Used	Total Crossings	AVERAGE CROSSINGS PER TAG				
			Total	Cat. 2	Cat. 3 & 4	Cat. 5 & 6	Cat.7, 8 & 9
GEFYRA	27710	871914	31	26	73	91	35
KENTRIKI ODOS	950	2884	3	3	5	3	1
OLYMPIA ODOS	22777	109804	5	4	7	8	16
AEGEAN MOTORWAY	10220	39978	4	3	5	5	3
EGNATIA ODOS	12536	37569	3	3	4	4	3
NEA ODOS	21658	95693	4	4	7	7	9
ATTIKI ODOS	101800	375713	4	4	4	8	4

## Monthly Crossings - Breakdown by Vehicle Category:

### CATEGORY 2 - PASSENGER VEHICLES

Tag Issuer	NUMBER OF CROSSINGS PER MONTH			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	87,14%	6,31%	3,24%	3,30%
KENTRIKI ODOS	100%	0%	0%	0%
OLYMPIA ODOS	99,50%	0,44%	0,05%	0,01%
AEGEAN MOTORWAY	99,76%	0,24%	0%	0%
EGNATIA ODOS	99,77%	0,21%	0,01%	0,01%
NEA ODOS	99,57%	0,40%	0,02%	0,02%
ATTIKI ODOS	99,74%	0,23%	0,03%	0%







## CATEGORY 3 & 4 - LIGHT TRUCKS

Tag Issuer	NUMBER OF CROSSINGS PER MONTH			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	54,08%	22,01%	13,72%	10,19%
KENTRIKI ODOS	100%	0%	0%	0%
OLYMPIA ODOS	97,24%	1,89%	0,55%	0,31%
AEGEAN MOTORWAY	96,78%	2,08%	0,95%	0,19%
EGNATIA ODOS	98,37%	1,14%	0,49%	0%
NEA ODOS	96,53%	2,03%	0,87%	0,58%
ATTIKI ODOS	98,17%	1,61%	0,16%	0,06%

## CATEGORY 5 & 6 - HEAVY VEHICLES

Tag Issuer	NUMBER OF CROSSINGS PER MONTH			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	35,82%	22,40%	30,09%	11,69%
KENTRIKI ODOS	100%	0%	0%	0%
OLYMPIA ODOS	97,54%	1,93%	0,39%	0,14%
AEGEAN MOTORWAY	98,46%	1,31%	0,20%	0,03%
EGNATIA ODOS	99,66%	0,34%	0%	0%
NEA ODOS	96,36%	2,88%	0,53%	0,23%
ATTIKI ODOS	96,17%	2,89%	0,86%	0,08%

## CATEGORY 7, 8 & 9 - BUSES

Tag Issuer	NUMBER OF CROSSINGS PER MONTH			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	77,98%	16,08%	4,72%	1,22%
KENTRIKI ODOS	100%	0%	0%	0%
OLYMPIA ODOS	91,99%	2,44%	3,83%	1,74%
AEGEAN MOTORWAY	99,52%	0,48%	0%	0%
EGNATIA ODOS	100%	0%	0%	0%
NEA ODOS	95,79%	1,05%	3,16%	0%
ATTIKI ODOS	99,83%	0,17%	0%	0%

### Notes:

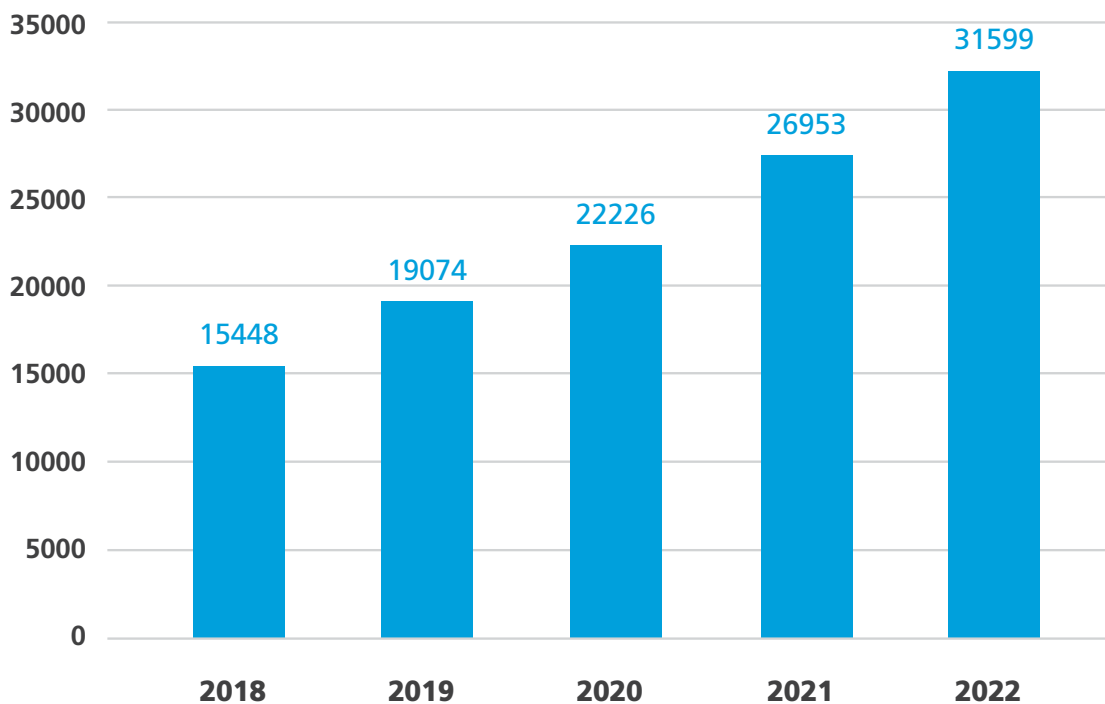
1. The calculation of crossings has been done according to the number of months that the tag was active.
2. The categories 7,8,9 (buses) include KTEL buses.





## EVOLUTION OF E-PASS SUBSCRIBERS

### E-pass Subscribers Evolution:





# PART 03



## TRAFFIC MANAGEMENT & ROAD SAFETY



# 1. TRAFFIC MANAGEMENT

## KPI1: TOLL QUEUING

(EXCLUDING 90 HOURS WITH HEAVIEST TRAFFIC, INCIDENTS, FULL-OPEN)

**Toll queuing durations** (all incidents over 2 minutes long with more than 8 vehicles in every opened lane) **are recorded and thereafter adjusted in three ways:**

- (a) Transitory 15-minute periods during which the average waiting time per vehicle is below 2 minutes are removed.
- (b) It is also checked whether the traffic jam took place, during the 90 hours of heaviest traffic in each direction, as recorded by the toll system. These top 90 hours are updated on a monthly basis. Hence, some cases that were not included in this second adjustment during previous months may re-appear in subsequent months.
- (c) It is also checked whether the traffic jam took place (a) as a result of an incident or (b) when all available lanes were open or (c) when the initial flow per lane in jammed direction was greater than 250 vehicles/ hour.

This indicator will have to be completed with the analysis of records to clearly assess the performances of toll management in endeavouring to minimize queuing in toll lane as stated in Appendix 4 of the Operating Agreement.

**KPI 1 - Maximum Queuing Time: 2 minutes**

<b>January</b>	0h 00min	<b>July</b>	0h 00min
<b>February</b>	0h 00min	<b>August</b>	0h 00min
<b>March</b>	0h 00min	<b>September</b>	0h 00min
<b>April</b>	0h 00min	<b>October</b>	0h 00min
<b>May</b>	0h 00min	<b>November</b>	0h 00min
<b>June</b>	0h 00min	<b>December</b>	0h 00min



## KPI2: TIME OF INTERVENTION (TRAFFIC ACCIDENTS)

KPI 2:	FIRE OUTBREAK INCIDENTS: maximum 3 min	TRAFFIC ACCIDENTS First Aid Action Required: maximum 4 min	TRAFFIC ACCIDENTS with Application of Temporary Signaling Needed: maximum 5 min
January	No events	No events	No events
February	No events	No events	*One intervention within 4 min
March	No events	No events	No events
April	No events	No events	No events
May	No events	No events	No events
June	No events	No events	No events
July	No events	No events	No events
August	No events	No events	No events
September	No events	No events	No events
October	No events	No events	No events
November	No events	No events	No events
December	No events	No events	No events

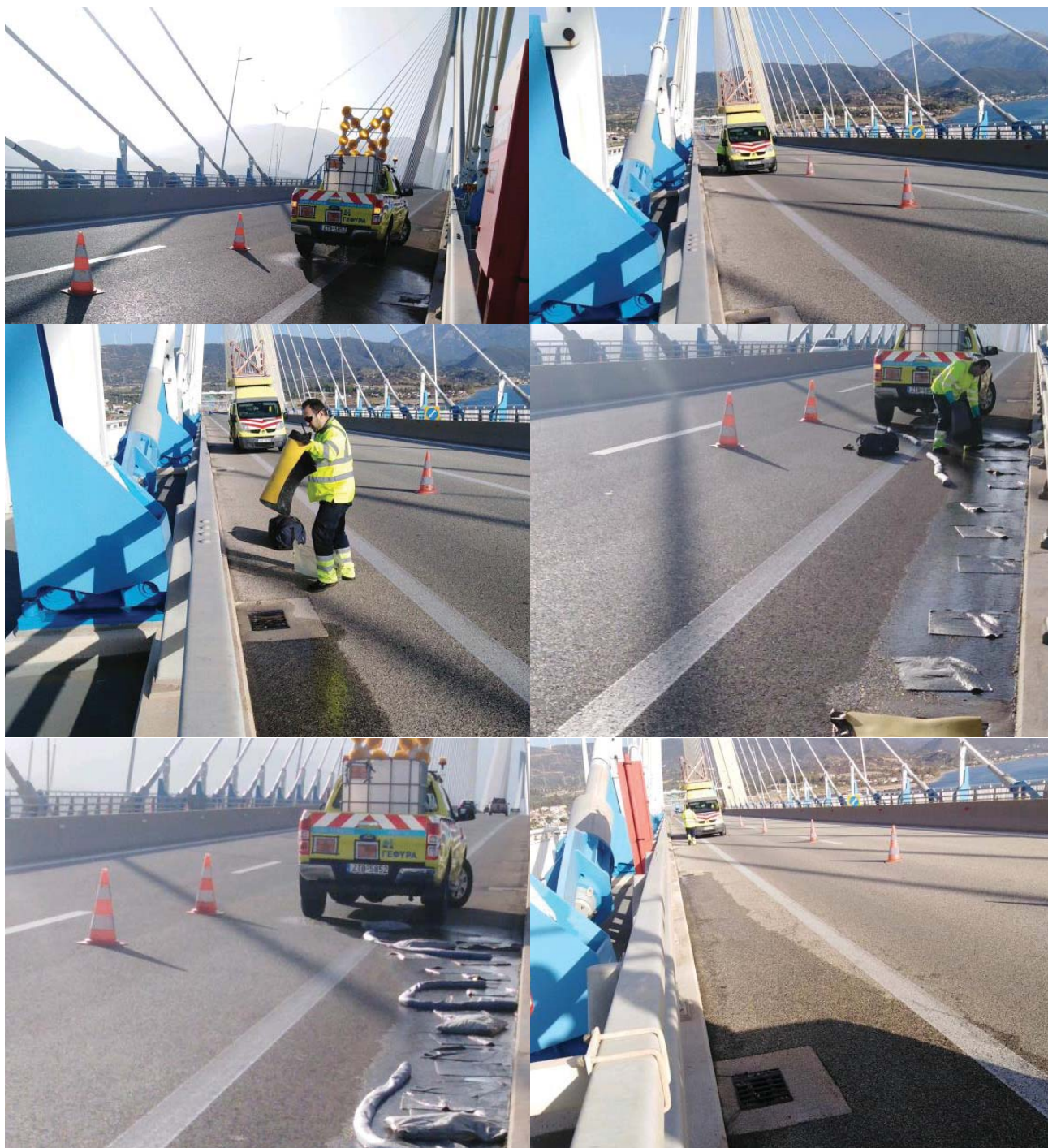
Comments:

\* Collision of passenger vehicle with crash barrier / no injuries / damages to the vehicle.

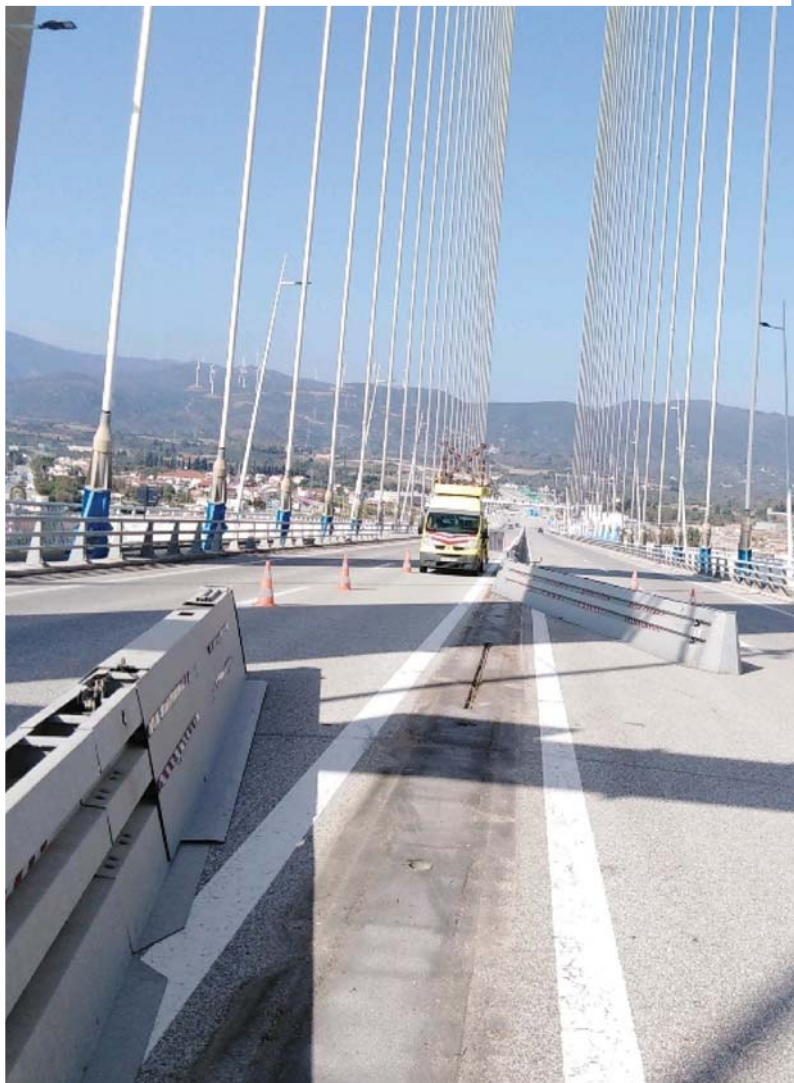
## EMERGENCY PREPAREDNESS DRILL

During October, we performed an emergency preparedness drill linked to the immediate response for spillage. The scenario of the drill was intervening to an immobilized vehicle carrying flammable liquid, which was spilled on the road.

The intervention team dealt with the spillage by applying the decontamination materials and the whole drill was run with the virtual involvement of emergency services.





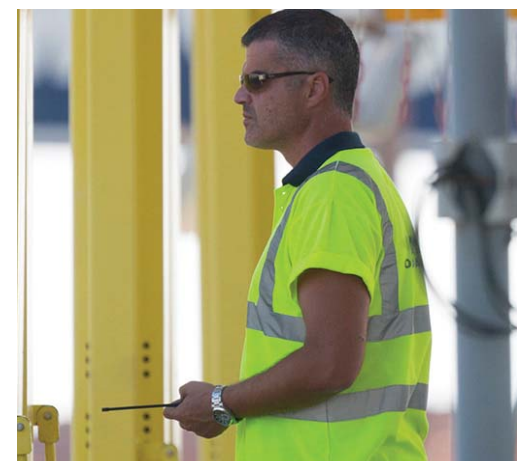
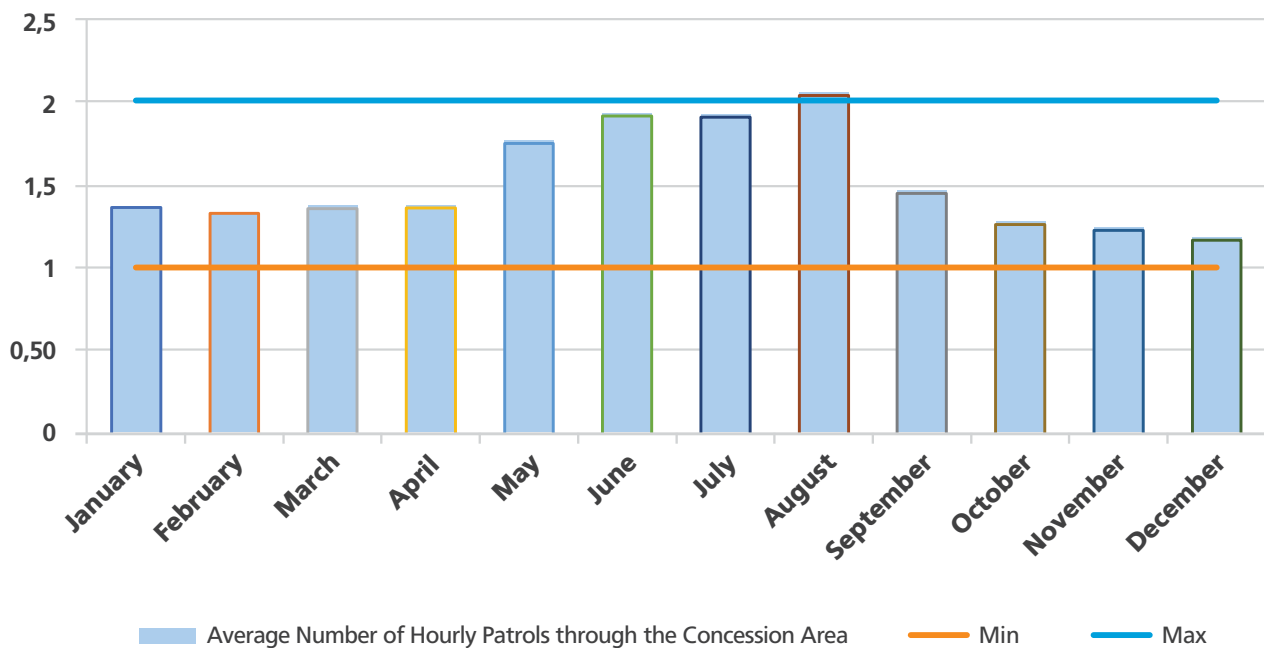




## 2. PATROLLING

The following graph presents the **average number of patrols for 2022**. The target of number of patrols is between 1 and 2 per hour.

### Average Number of Hourly Patrols 2021:

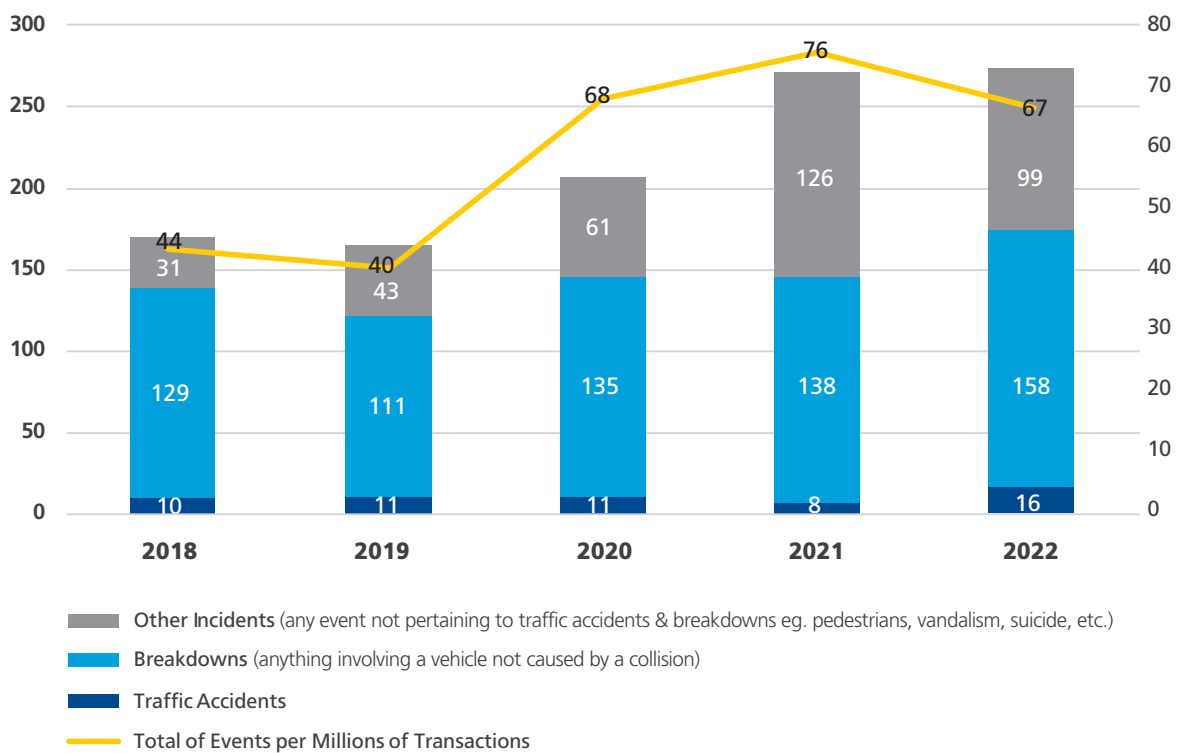




# 3. ROAD SAFETY

In 2022 we had a total of 273 traffic incidents.  
The breakdown of incidents per category are presented in the following graph:

## Number of Accidents / Breakdowns / Incidents & Number of Events per Millions of Transaction:







# PART 04



## MAINTENANCE & TECHNICAL SUPPORT



**Maintenance works form an integral part of the daily activities of the Operator and are divided into two categories:**

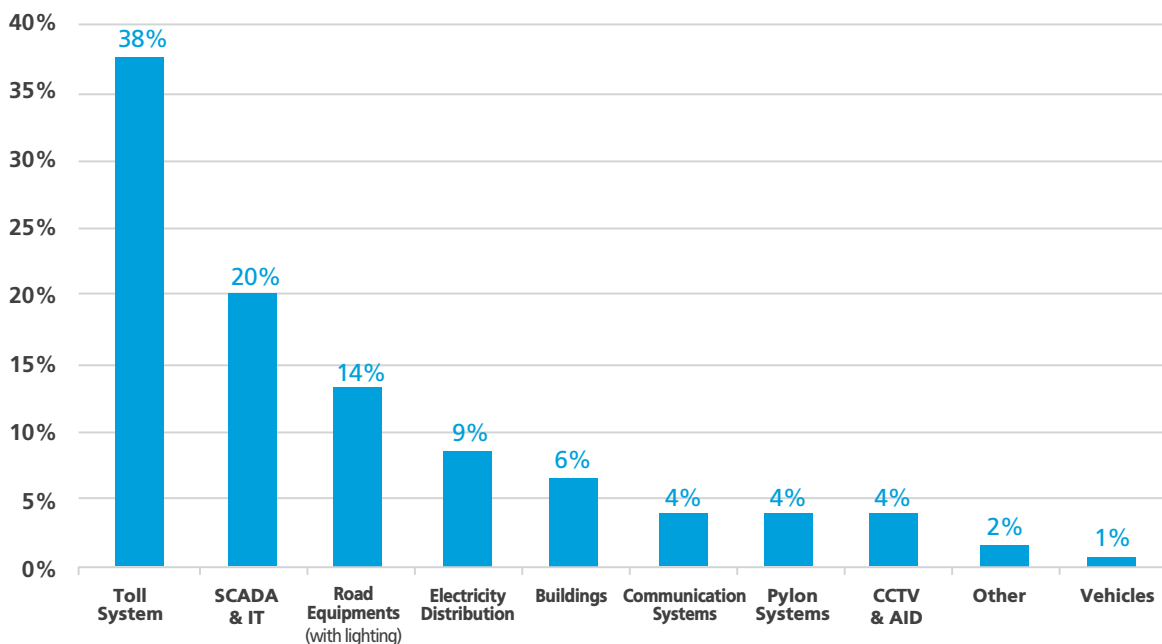
- ▶ Preventive maintenance works, including inspections and repairs where needed
- ▶ Corrective maintenance works for the repair of damages / failures

**In 2022**, there were approximately 2800 maintenance visits (44% preventive, 48% corrective and 8% others) carried out which gave rise to as many intervention reports.

The planning of preventive maintenance is designed to fully respect the maintenance manual agreed with the Concessionaire.

The time spent per system for maintenance (in% of total time) by the internal team and our subcontractors is presented in the following chart:

### Time Spent per System for Maintenance (in % of total time):



Further to the operational activities, the Operator supports the Concessionaire, by preparing functional specifications, performing design reviews for operational matters (buildings, tolling system, motorway management system, traffic arrangements etc.) and other inventories/ reports on infrastructure matters.

Moreover, based on the general assessment of each system, the operator prepares a heavy maintenance plan for the equipment and system under his monitoring.



# PART 05



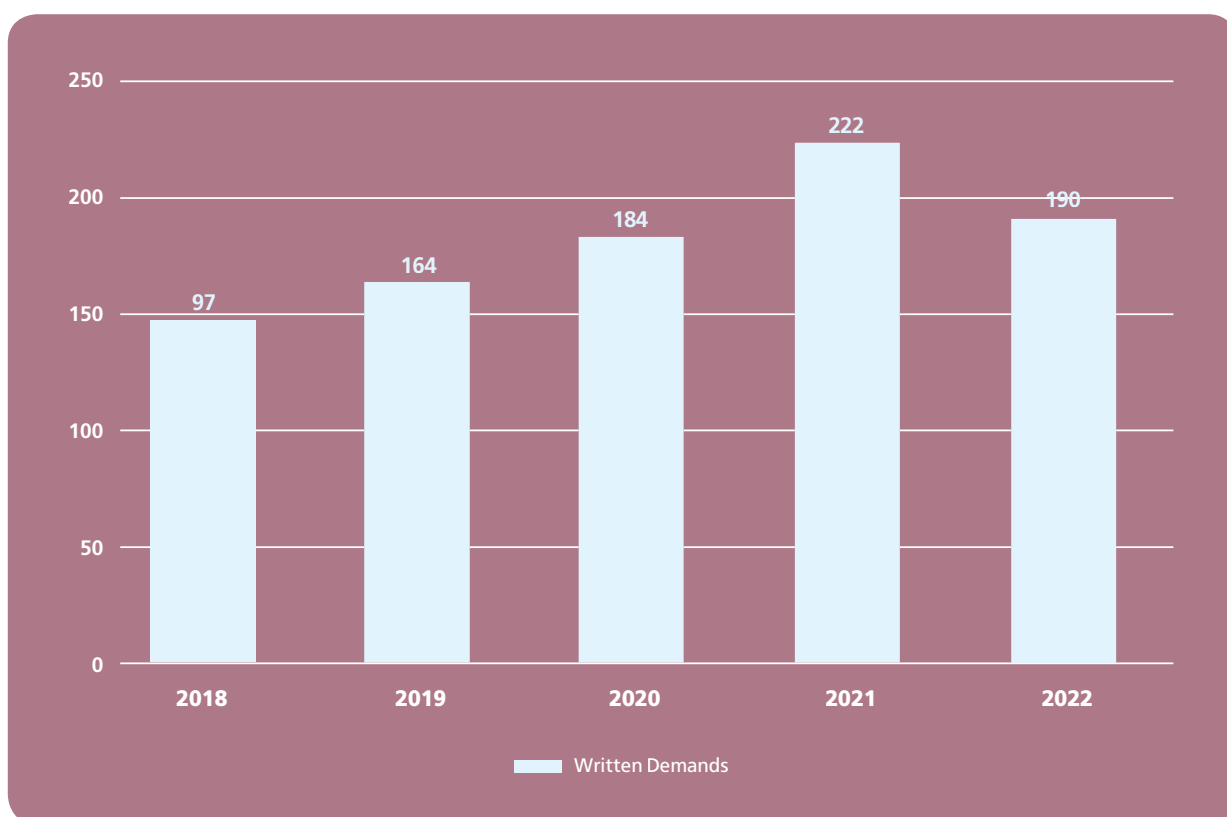
## CUSTOMER SERVICE



# 1. CUSTOMER DEMANDS

In 2022, Customer Service received a total of 190 demands for various issues, which were answered in an average of 0,8 working days.

## Written Demands Received:





10.5% of the demands were about wrong change, while 23.7% were related to cases of double-charges in crossings through electronic lanes. The remaining demands concerned issues such as clarifications regarding the use of discount products, vehicle categorization, toll charges on other motorways, wrong charges on bank cards, clarifications on written correspondence (i.e. non-payment letter reminders) etc.

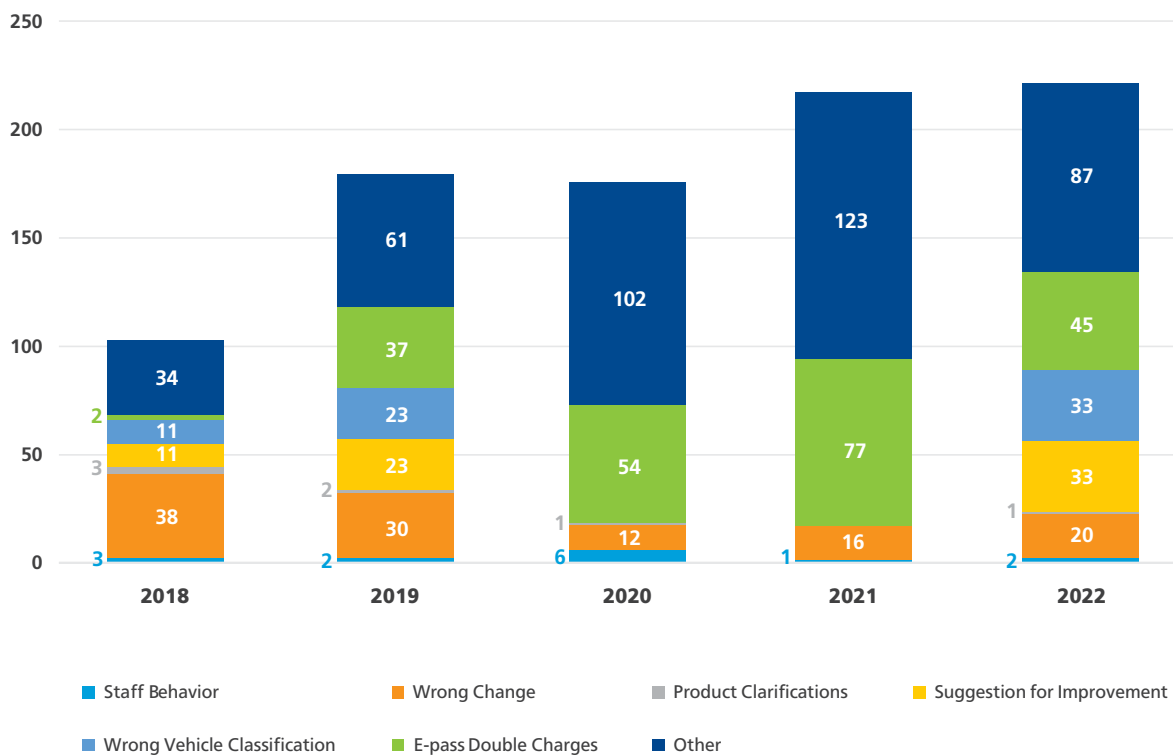
TYPE OF DEMANDS	2018	2019	2020	2021	2022
STAFF BEHAVIOR:	3	2	6	1	2
WRONG CHANGE:	38	30	12	16	20
PRODUCT CLARIFICATIONS:	6	9	9	5	2
SUGGESTION FOR IMPROVEMENT:	3	2	1	0	1
WRONG VEHICLE CLASSIFICATION:	11	23	0	0	33
E-PASS DOUBLE CHARGES:	2	37	54	77	45
OTHER:	34	61	102	123	87
<b>TOTAL:</b>	<b>97</b>	<b>164</b>	<b>184</b>	<b>222</b>	<b>190</b>

During the same period, the call center received more than 144.000 incoming calls covering various issues, such as provision of information on products and services, reloads of e-pass accounts, information on weather conditions, etc.





## Type of Written Demands:





# E-PASS SUBSCRIBERS' SATISFACTION SURVEY

In September 2022 we run an online customer satisfaction survey for our e-pass subscribers in order to assess the level of satisfaction from our services.

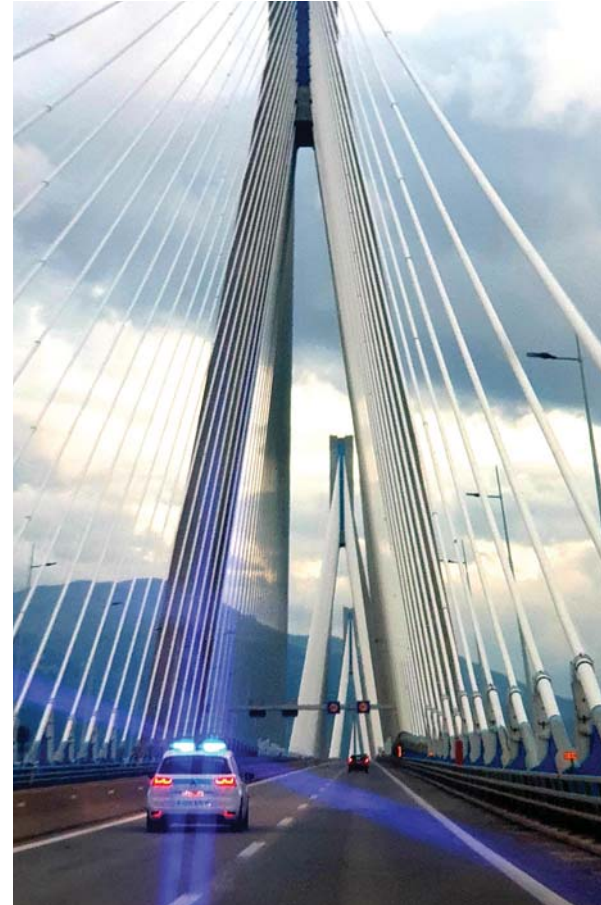
## The aims of the survey were:

- To understand the customer satisfaction levels with the products and services provided by Gefyra Litourgia S.A.
- To generate customer feedback,
- To identify opportunities and areas of improvement,
- To offer an additional channel to all users to express their views regarding the products or services they received.

The online questionnaire was sent via email to 20.903 subscribers and we received **1.576 responses**.

## The main findings of the survey showed:

- 89% of the subscribers use the online services to manage their account.
- 50% are accessing their account from the website ([www.gefyraepass.gr](http://www.gefyraepass.gr)), 45% from the mobile app (MyGefyra) and a small percentage (5%) prefer to enquire about their account by contacting Customer Services.
- 73% of the respondents are very or quite satisfied from the online payments.
- 68% were overall very or quite satisfied by the services provided through the website.
- 52% were very or quite satisfied by the services provided by the mobile app.



## Regarding the improvement of online services, the participants suggested the following:

### ► Website:

- To be available on mobile devices (responsive design).
- To calculate the total cost of tolls for a trip, including tolls from other motorways.
- To inform of the cost of the next crossing, according to the e-pass discount scale.
- To enable reloads through a standing order from the bank.

### ► “MyGefyra” app:

- To be able to contact Customer Services directly from the app.
- To have the same functionalities as the website (download of monthly invoices, order new products, update personal details, view history of crossings etc).
- To receive real-time push notifications regarding traffic issues.

The above suggestions were discussed with the Concessionaire and there are plans to implement within the next two years.

# CUSTOMER SERVICE

## VISITORS' SATISFACTION SURVEY

At the same period, we also run a face to face survey with the visitors of Customer Services Department, in order to:

- To receive feedback regarding the level of satisfaction and the quality of services provided to the general public by Customer Services team.
- To identify opportunities and areas of improvement.
- To offer an additional channel to all users to express their views regarding the products or services they received.

A total of 110 visitors participated in the survey, with the following results:

► **Reasons for visiting Customer Services:**

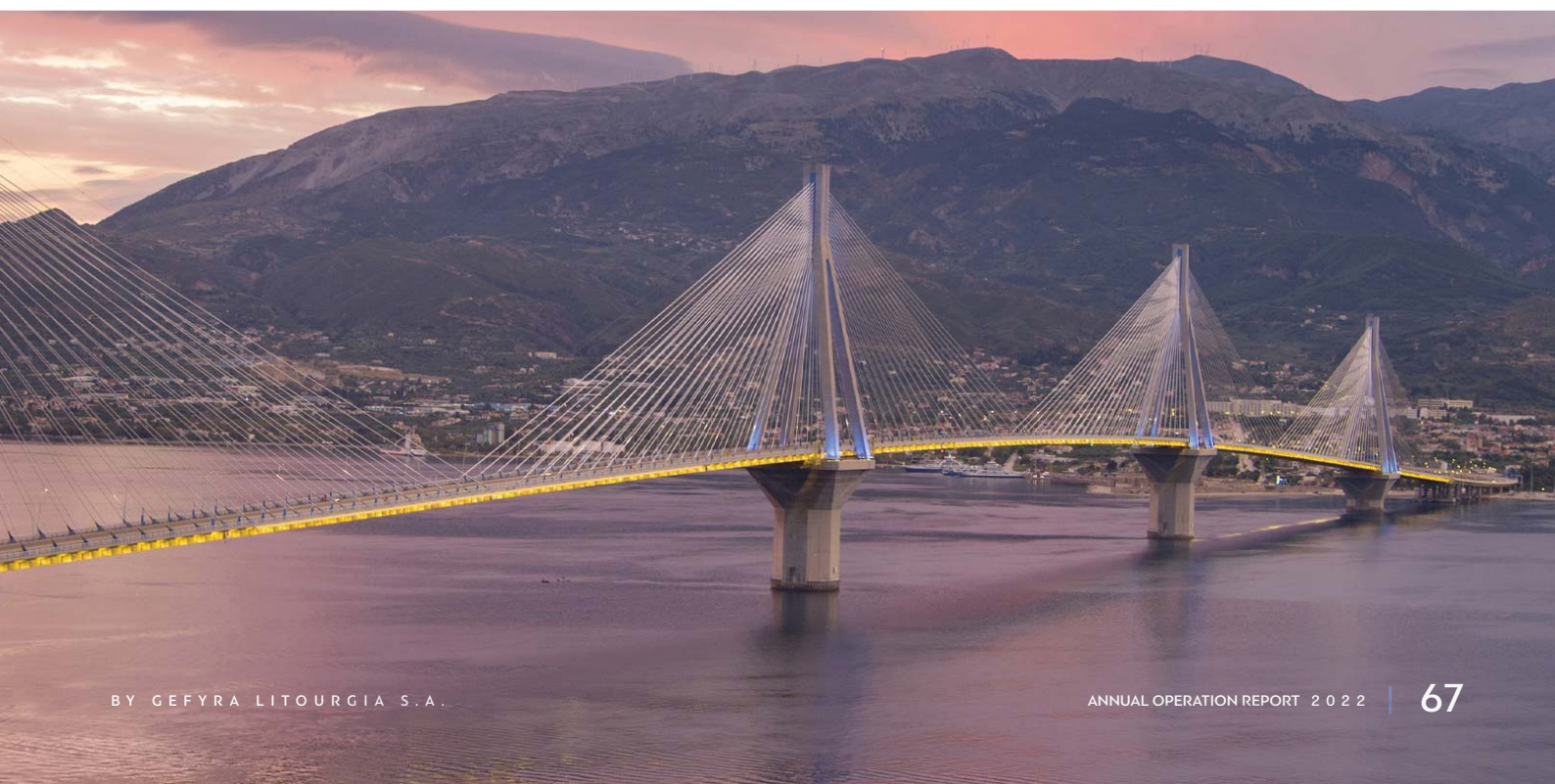
- 28% to become e-pass subscribers.
- 11% to pick up their tag, following an online application.
- 16% to perform a reload to their e-pass account.
- 11% to return or replace an old tag.
- 34% for other reasons (to make a complaint / suggestion for improvement, to request information on their e-pass account, Gefyra's services or information on the project, etc).

► **94% were very satisfied with the outcome of that particular visit.**

► **95% were very satisfied with the overall attitude of the staff.**

► **96% were very satisfied with the information they received regarding their issue.**

The participants also commented that Customer Service staff were very polite, had a friendly and helpful attitude and fully assisted them with their request.

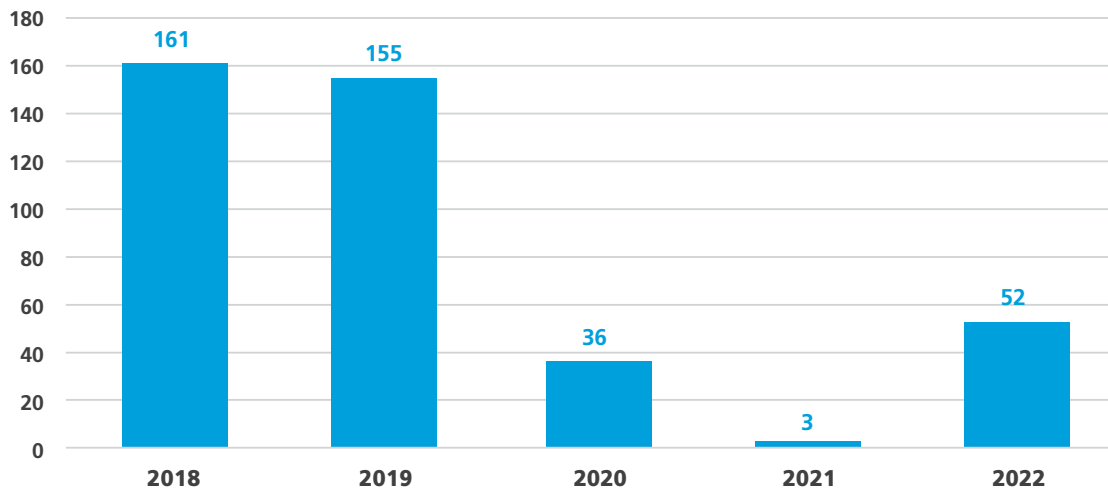


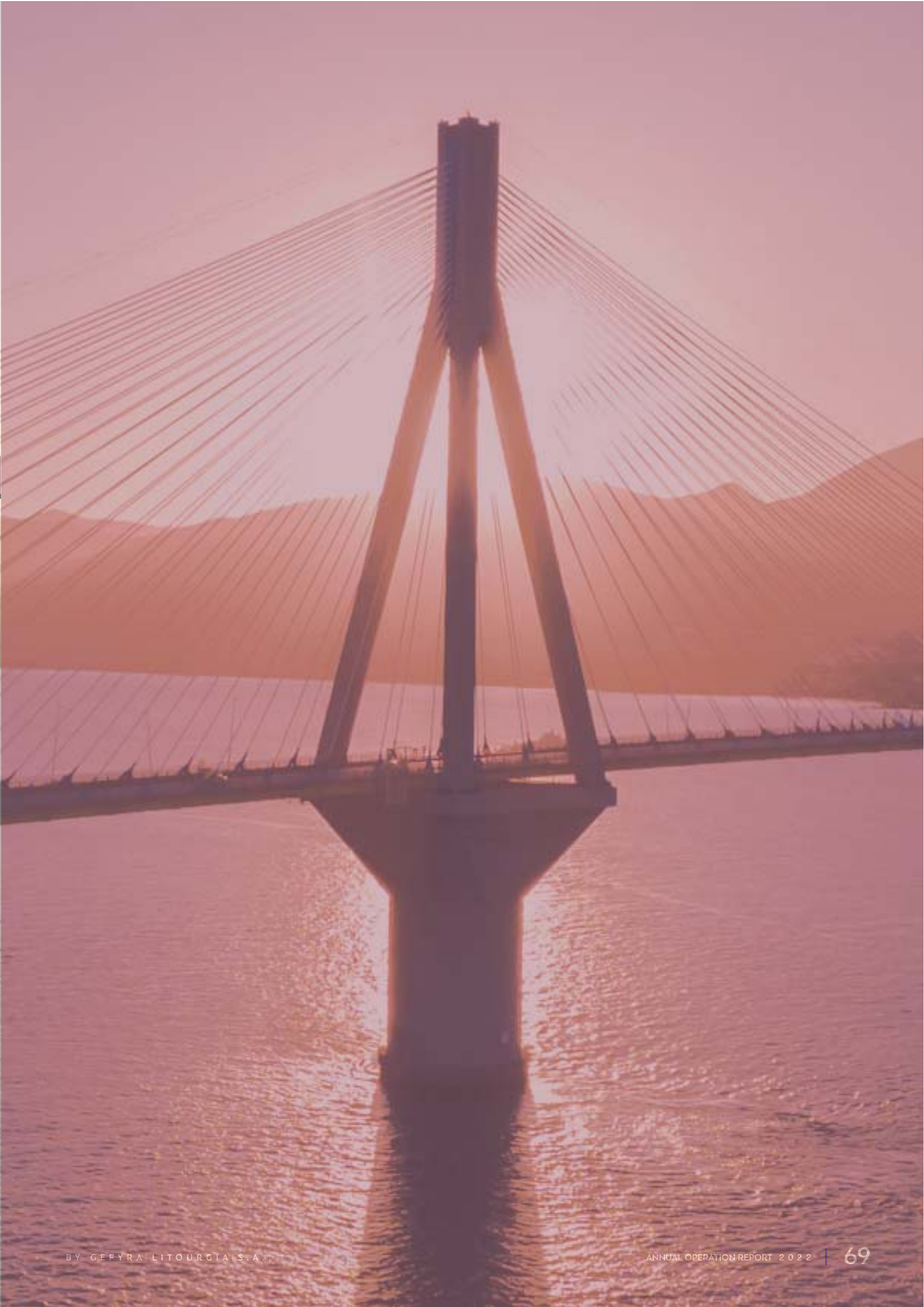


## 2. VISITS

During the year, the Exhibition Center hosted a total of 52 visits (1.596 visitors), mainly on the second semester, as in the beginning of the year there were still some restrictions in place regarding Covid-19, so the space was not open to the public and it was used as an additional meeting space to cover the company's internal needs.

### Number of Visits per Year:





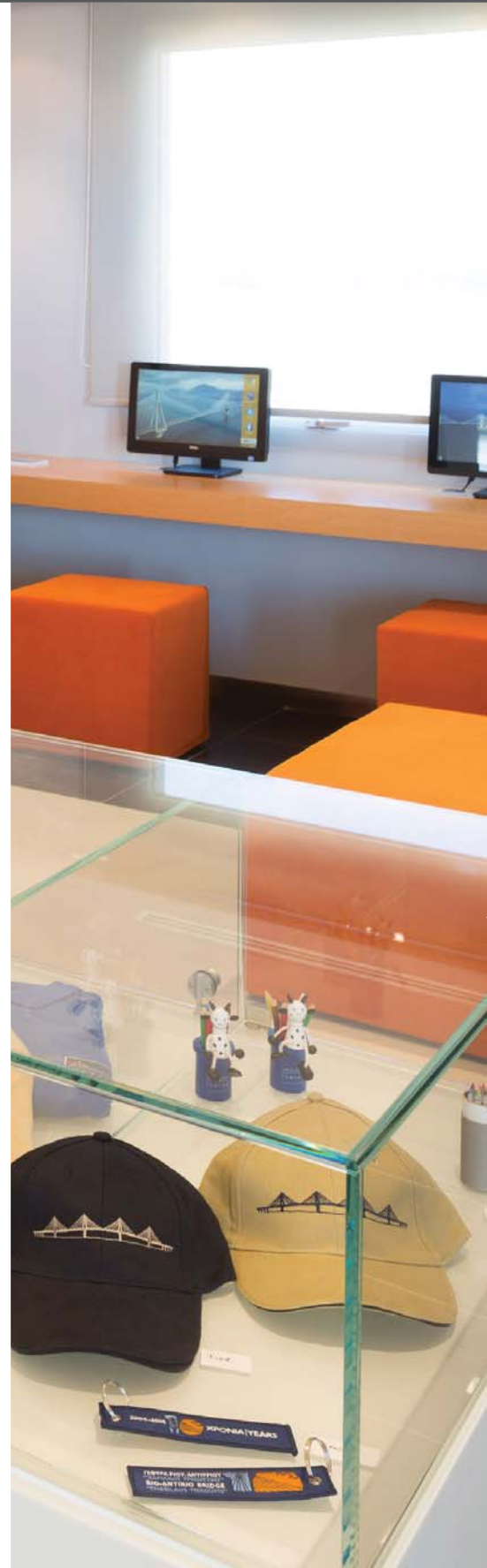


# 3. MARKETING & PROMOTIONAL ACTIVITIES

## CONTACTLESS TRANSACTIONS

As the online services for e-pass are used from the majority of our subscribers, we notice that reloads of **e-pass accounts through the web was increased from 64% in December 2021 to 68% in December 2022**, while at the same time, the reloads in lane went from 31% to 29%.

Reload of E-pass Transactions						
	2021			2022		
	LANE	POS	WEB	LANE	POS	WEB
January	36%	5%	58%	32%	4%	64%
February	37%	5%	58%	32%	4%	63%
March	36%	5%	59%	31%	4%	65%
April	36%	5%	59%	30%	5%	65%
May	37%	5%	58%	32%	4%	65%
June	35%	6%	60%	30%	4%	66%
July	34%	5%	61%	29%	4%	67%
August	32%	6%	62%	27%	4%	69%
September	34%	5%	61%	30%	4%	66%
October	33%	5%	62%	29%	4%	67%
November	33%	5%	62%	30%	4%	66%
December	31%	5%	64%	29%	4%	68%





## DIGITAL CAMPAIGN: ALLER-RETOUR ON TAG

In June, a digital campaign was launched to promote the summer discount product of Aller – Retour on a tag (10-hour return for summer weekends) in collaboration with a digital advertising company.

**The campaign lasted 4 weeks and the aim was:**

- To promote the benefits of the A/R on tag product.
- To increase the subscriptions on the product.
- To encourage users to switch from the card product to the tag.

The campaign ran on social media (Facebook / Instagram) as well as on local news portals.

**Key results:**

- ✓ **More than 350.000 local people saw the content of the campaign**, which appeared on average 9 times on their screens, through the adverts on social media platforms and the banners on local news portals.
- ✓ 177% increase in registrations for Aller – Retour transceiver.
- ✓ 20.9% increase in traffic to Gefyra's website.
- ✓ 1.5% increase in followers on the company page on Facebook and by 6.2% on the company page on Instagram.

It seems that our target audience is actually responding to social media advertising, which means that this channel can be used to communicate more things about our products and services in the future.

**Mystery Shopping survey was conducted in July to assess the level of customer service provided by frontline staff** (toll collectors, traffic safety officers, customer service clerks and traffic management center staff).

**A total of 52 visits** (physical presence), **10 phone calls** and **17 different scenarios were used, during the exercise.**

The survey, in addition to service levels, also evaluated other factors that contribute to the overall positive experience of the customer, such as the

general image of the route (road condition, lighting, parking spaces, etc.)

All teams scored particularly highly in terms of their customer care skills and the provision of information to the users, while the overall experience of crossings the Bridge was rated as excellent.

The only suggestions for improvements focused on providing information in a more spontaneous manner (for all groups) but also minor improvements to telephone service during closed hours.

## “A DAY ON THE BRIDGE” EVENT FOR E-PASS SUBSCRIBERS

**Early in October**, as part of the National Customer Service Week, **we organized an exclusive behind the scenes tour on our premises for a group of e-pass subscribers**, in order to share with them how we operate and maintain the project.

The participants had the opportunity to visit areas of the project that are not accessible to the general public (such as the Control Center, Pylon M4 etc) and see first-hand what each team does, how they work, what challenges they face on their day-to-day duties and what systems are in place to assist them.

**The feedback we received was very positive** – the participants were impressed with all the work that is done without being visible to the users of the Bridge, as well as with the construction of the project itself.

